

Brett H. Miller
Todd M. Goren
James H. Burbage
Jessica D. Graber
WILLKIE FARR & GALLAGHER LLP
787 Seventh Avenue
New York, New York 10019
Telephone: (212) 728-8000
Facsimile: (212) 728-8111

Proposed Counsel to the Official Committee of Unsecured Creditors

**UNITED STATES BANKRUPTCY COURT
SOUTHERN DISTRICT OF NEW YORK**

In re: SPIRIT AVIATION HOLDINGS, INC., et al., Debtors.¹	Chapter 11 Case No.: 25-11897 (SHL) Jointly Administered
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**APPLICATION OF THE OFFICIAL COMMITTEE OF UNSECURED
CREDITORS FOR ENTRY OF AN ORDER AUTHORIZING THE
EMPLOYMENT AND RETENTION OF ALIXPARTNERS, LLP
AS ITS FINANCIAL ADVISOR EFFECTIVE AS OF SEPTEMBER 19, 2025**

The Official Committee of Unsecured Creditors (the “**Committee**”) of Spirit Aviation Holdings, Inc., et al. (the “**Debtors**”), appointed pursuant to section 1102 of title 11 of the United States Code (the “**Bankruptcy Code**”) hereby submits this application (the “**Application**”) for the entry of an order (the “**Proposed Order**”), substantially in the form attached hereto as **Exhibit A**, authorizing the Committee to retain and employ AlixPartners, LLP (“**AlixPartners**”) as its financial advisor in connection with these chapter 11 cases (these “**Chapter 11 Cases**”), pursuant to the terms of the engagement letter by and among the Committee and AlixPartners, dated as of

¹ The Debtors’ names and last four digits of their respective employer identification numbers are as follows: Spirit Aviation Holdings, Inc. (1797); Spirit Airlines, LLC (7023); Spirit Finance Cayman 1 Ltd. (7020); Spirit Finance Cayman 2 Ltd. (7362); Spirit IP Cayman Ltd. (4732); and Spirit Loyalty Cayman Ltd. (4752). The Debtors’ mailing address is 1731 Radiant Drive, Dania Beach, FL 33004.

September 19, 2025 (the “**Engagement Letter**”), a copy of which is attached hereto as **Exhibit B**, effective as of September 19, 2025. In support of this Application, the Committee submits the declaration of David MacGreevey, a Partner and Managing Director of AlixPartners (the “**MacGreevey Declaration**”), attached hereto as **Exhibit C**.

Jurisdiction and Venue

1. The United States Bankruptcy Court for the Southern District of New York (the “**Court**”) has jurisdiction over this matter pursuant to 28 U.S.C. § 1334. This is a core proceeding under 28 U.S.C. § 157. The Committee confirms its consent, pursuant to Rule 7008 of the Federal Rules of Bankruptcy Procedure (the “**Bankruptcy Rules**”), to the entry of a final order by the Court in connection with this Application to the extent that it is later determined that the Court, absent consent of the parties, cannot enter final orders or judgments in connection herewith consistent with Article III of the United States Constitution.

2. Venue of these cases and this Application is proper in this district under 28 U.S.C. §§ 1408 and 1409.

3. The bases for the relief requested herein are sections 328(a) and 1103 of the Bankruptcy Code, Bankruptcy Rules 2014(a) and 2016, and Rules 2014-1 and 2016-1 of the Local Bankruptcy Rules for the Southern District of New York (the “**Local Rules**”).

Background

4. On August 29, 2025 (the “**Petition Date**”), each of the Debtors commenced a case under chapter 11 of the Bankruptcy Code. The Debtors’ Chapter 11 Cases have been consolidated for procedural purposes only and are being administered jointly. The Debtors are authorized to continue operating their businesses and managing their properties as debtors-in-possession pursuant to sections 1107 and 1108 of the Bankruptcy Code. On October 17, 2025, the Court “so-ordered” a stipulation directing the U.S. Trustee to appoint an examiner for the purpose set forth

therein [Docket No. 286]. No trustee has been requested or appointed in the Debtors' Chapter 11 Cases.

5. On September 17, 2025, pursuant to Bankruptcy Code sections 1102(a) and 1102(b)(1), the United States Trustee for the Southern District of New York (the "**U.S. Trustee**") appointed the Committee [Docket No. 117]. The Committee is currently comprised of the following seven (7) members: (i) AGI Ground, Inc.; (ii) Association of Flight Attendants-CWA, AFL-CIO; (iii) Perimeter International dba PGL; (iv) Jasiel Moreno; (v) SMBC Aviation; (vi) Aviation Capital Group LLC; and (vii) Lufthansa Technik AG.

6. On September 18, 2025, the Committee selected Willkie Farr & Gallagher LLP ("**Willkie**") to serve as its counsel, subject to Court approval.

7. On September 19, 2025, the Committee selected Jefferies LLC ("**Jefferies**") to serve as investment banker and Alton Aviation ("**Alton**") to serve as aviation advisor.

8. On September 19, 2025 (the "**Retention Date**"), the Committee selected AlixPartners to serve as its financial advisor effective as of the Retention Date, subject to Court approval.

Relief Requested

9. By this Application, the Committee seeks entry of the Proposed Order, authorizing and approving the retention and employment of AlixPartners as its financial advisor, pursuant to sections 328 and 1103 of the Bankruptcy Code, Bankruptcy Rules 2014 and 2016, and Local Rules 2014-1 and 2016-1, and in accordance with the terms of the Proposed Order and Engagement Letter.

10. Section 328(a) of the Bankruptcy Code empowers a committee appointed under section 1102 of the Bankruptcy Code, with the Court's approval, to employ professionals on any

reasonable terms and conditions of employment to perform services for the Committee in the discharge of such Committee's duties.

AlixPartners' Qualifications

11. AlixPartners is an internationally recognized restructuring and turnaround firm with substantial experience in providing financial advisory services and has an excellent reputation for its work in large and complex chapter 11 cases on behalf of debtors and creditors throughout the United States. AlixPartners performs critical services that complement the services provided by the Committee's other professionals. AlixPartners is able to represent the Committee in a cost-effective, efficient and timely manner and has been performing such services since the Retention Date.

12. AlixPartners is well-qualified to serve as a financial advisor to the Committee. AlixPartners has assisted, advised, and provided strategic advice to debtors, creditors, bondholders, investors, and other entities in numerous chapter 11 cases of similar size and complexity to these Chapter 11 Cases. Its professionals have provided restructuring or crisis management services in numerous large cases, including recent filings in this district. *See, e.g., In re 2U, Inc.*, No. 24-11279 (MEW) (Bankr. S.D.N.Y. Sept. 5, 2024); *In re Inversiones Latin America Power Ltda.*, No. 23-11891 (JPM) (Bankr. S.D.N.Y. Jan. 3, 2024); *In re Vice Group Holding Inc.*, No. 23-10738 (JPM) (Bankr. S.D.N.Y. Aug. 22, 2023); *In re Lumileds Holding B.V.*, No. 22-1115 (LGB) (Bankr. S.D.N.Y. Oct. 13, 2022); *In re SAS AB*, No. 22-10925 (MEW) (Bankr. S.D.N.Y. Sept. 19, 2022); *In re Pareteum Corp.*, No. 22-10615 (LGB) (Bankr. S.D.N.Y. Aug. 4, 2022); *In re Century 21 Department Stores LLC*, No. 20-12097 (SCC) (Bankr. S.D.N.Y. Nov. 2, 2020); *In re Garrett Motion Inc.*, No. 20-12212 (MEW) (Bankr. S.D.N.Y. Oct. 26, 2020); *In re KB US Holdings, Inc.*, No. 20-22962 (SHL) (Bankr. S.D.N.Y. Oct. 20, 2020); *In re Grupo Aeroméxico S.A.B. de C.V.*, No. 20-11563 (SCC) (Bankr. S.D.N.Y. Sept. 22, 2020); *In re Jason*

Indus., Inc., No. 20-22766 (RDD) (Bankr. S.D.N.Y. Aug. 27, 2020); *In re LSC Commc'ns, Inc.*, No. 20-10950 (SHL) (Bankr. S.D.N.Y. May 12, 2020).

Services to be Provided

13. AlixPartners has begun to provide assistance to the Committee in accordance with the terms and conditions set forth in the MacGreevey Declaration and in the Engagement Letter.

14. It is presently anticipated that AlixPartners will continue to provide advice to and assist the Committee in evaluating and implementing strategic and tactical options through the bankruptcy and restructuring process. A general list of tasks AlixPartners may perform is as follows:²

- Analyze the Debtors' Statement of Financial Affairs ("SOFAs") and Schedules of Assets and Liabilities ("SOALs")
- Review the Debtors' cash management, tax sharing and intercompany accounting systems, practices and procedures.
- Review and investigate: (i) related party transactions, including those between the Debtors and non-debtor subsidiaries and affiliates (including, but not limited to, shared services expenses and tax allocations) and (ii) selected other pre-petition transactions.
- Identify and/or review potential preference payments, fraudulent conveyances and other causes of action that the various Debtors' estates may hold against third parties, including each other.
- Assist the Committee and its advisors in any settlement negotiations by creating a legal entity waterfall model and analyzing potential recoveries to general unsecured creditors under any proposed chapter 11 plan, including, but not limited to, by analyzing potential plan structures, analyzing intercompany claims, and developing a distribution analysis.
- Assist in the development and/or review of the Debtors' plan of reorganization and disclosure statement as directed by the Committee.
- Review and evaluate proposed incentive compensation plans, including Key Employee Incentive Plans and Key Employee Retention Plans.

² For the avoidance of doubt, Alton Aviation Consultancy LLC, the Committee's proposed aviation advisor, and AlixPartners have not and will not provide duplicative services in connection with assisting the advisor, and AlixPartners has not and will not provide duplicative services in connection with assisting the Committee in the review of the Debtors' motions, including the "first day" motions. Specifically, each professional was responsible for assisting the Committee in the review of certain "first day" motions, but both professionals have not and will not assist the Committee in a duplicative review of the "first day" motions.

- Assist the Committee with analyzing and valuing the Debtors' real estate and illiquid assets (excluding loyalty program) and trademarks, registrations, registration applications, and other associated intellectual property including, but not limited to, brand names, licensing rights or naming rights.
- Review and evaluate court motions filed or to be filed by the Debtors or any other parties-in-interest, as appropriate and as related to any of the other tasks included herein.
- Render expert testimony and litigation support services as requested from time to time by the Committee and its counsel, regarding any of the matters to which AlixPartners is providing services.
- Support eDiscovery obligations including in conjunction with document requests, subpoenas, or other discovery requirements, such as forensic data acquisition and analysis, data processing, monthly secure data hosting, review and analysis, and productions, and any other eDiscovery needs requested by the Debtors.
- Assist in the development of wind down analyses to administer the bankruptcy estate post-sale or merger as directed by the Committee in coordination with other Committee advisors.
- Attend Committee meetings and court hearings as may be required in the role of advisors to the Committee.
- Assist with such other matters as may be requested that fall within AlixPartners' expertise and that are mutually agreeable.

15. When necessary, the individuals working on this matter (the “**AlixPartners Personnel**”) will be assisted by or replaced by various professionals at various levels.

No Duplication of Services

16. AlixPartners will work closely with Willkie, Jefferies, and Alton to ensure that there will be no duplication of efforts or unnecessary overlap in the services to be provided by AlixPartners and those that have been provided or will be provided by the Committee's other professionals.

Fee and Expense Structure

17. AlixPartners' decision to accept this engagement to advise and assist the Committee is conditioned upon its ability to be retained in accordance with its customary terms and conditions of employment, compensated for its services, and reimbursed for the out-of-pocket expenses it

incurs in accordance with its customary billing practices, as set forth in Schedule 1 of the Engagement Letter (the “**Fee and Expense Structure**”) as modified by the Proposed Order to comply with the practices and requirements of the Court.

18. AlixPartners’ current standard hourly rates, subject to periodic adjustments, are as follows:

Title	Hourly Rate
Partner/ Partner & Managing Director	\$1,225 – \$1,540
Senior Vice President/ Director	\$850 – \$1,150
Vice President	\$650 – \$835
Analyst/ Consultant	\$250 – \$640

19. AlixPartners generally reviews and revises its billing rates semi-annually. Changes in applicable hourly rates will be noted on the invoices for the first time period in which the revised rates became effective.

20. To the extent the Committee requests services related to electronic discovery and data collection, certain fees will apply as further outlined by the Engagement Letter.

21. To the extent AlixPartners uses the services of independent contractors (the “**Contractors**”) in these Chapter 11 Cases, AlixPartners shall: (a) pass through the cost of such Contractors to the Debtors at the same rate that AlixPartners pays the Contractors; (b) seek reimbursement for actual costs only; (c) ensure that the Contractors are subject to the same conflict checks as required for AlixPartners; and (d) file with the Court such disclosures required by Bankruptcy Rule 2014.

22. In addition to compensation for professional services rendered by AlixPartners Personnel, AlixPartners will seek reimbursement for reasonable and necessary expenses incurred

in connection with these Chapter 11 Cases, including transportation costs, lodging, and meals. Expenses will be billed at actual cost.

23. AlixPartners intends to apply for compensation for professional services rendered and reimbursement of expenses incurred in connection with these Chapter 11 Cases, subject to the Court's approval, and in compliance with General Order M-412 (*Order Establishing Procedures for Monthly Compensation and Reimbursement of Expenses of Professionals*, dated December 21, 2010 (Gonzalez, C.J.)), Administrative Order M-447 (*Amended Guidelines for Fees and Disbursements for Professionals in Southern District of New York Bankruptcy Cases*, dated January 29, 2013 (Morris, C.J.)), and the *U.S. Trustee Guidelines for Reviewing Applications for Compensation and Reimbursement of Expenses Filed Under 11 U.S.C. § 330* (Appendix A to 28 C.F.R. § 58) (collectively, the "**Fee Guidelines**"), the applicable provisions of the Bankruptcy Code, the Bankruptcy Rules, the Local Rules, any order entered by this Court granting the *Motion of the Debtors for Entry of an Order Establishing Procedures for Interim Compensation and Reimbursement of Expenses for Retained Professionals* [Docket No. 201], and any other applicable orders of the Court, both in connection with this Application and the interim and final fee applications to be filed by AlixPartners in these Chapter 11 Cases.

24. AlixPartners will maintain records in support of any fees (in 1/10th of an hour increments), costs, and expenses incurred in connection with services rendered in these Chapter 11 Cases. Records will be arranged by category and nature of the services rendered and will include reasonably detailed descriptions of those services provided on behalf of the Committee. AlixPartners' applications for compensation of fees and reimbursement of expenses will be paid by the Debtors pursuant to the terms of the Engagement Letter and any procedures established by the Court, pursuant to an interim compensation order or otherwise.

25. AlixPartners does not seek a success fee in connection with these Chapter 11 Cases.

26. AlixPartners is not owed any amounts with respect to prepetition fees and expenses in connection with these Chapter 11 Cases.

27. Neither Willkie, Alton, Jefferies, the members of the Committee, nor any of their agents are or shall be responsible for the payment of AlixPartners' fees and costs arising out of the engagement described and referenced herein, regardless of whether or not AlixPartners is paid in full from the Debtors' estates.

28. The Fee and Expense Structure is consistent with and typical of compensation arrangements entered into by AlixPartners and other comparable firms that render similar services. The Committee believes that the Fee and Expense Structure is reasonable, market-based, and designed to compensate AlixPartners fairly for its work, and to cover fixed and routine expenses.

AlixPartners' Disinterestedness

29. To the best of the Committee's knowledge, and, except to the extent disclosed herein and in the MacGreevey Declaration, AlixPartners: (a) is a "disinterested person" within the meaning of section 101(14) of the Bankruptcy Code; (b) has no connection to the Debtors, their creditors, or other parties in interest in these Chapter 11 Cases, or the attorneys or accountants of the foregoing, or the U.S. Trustee or any person employed in the Office of the U.S. Trustee; and (c) does not hold any interest adverse to the Debtors' estates.

30. As set forth in further detail in the MacGreevey Declaration, AlixPartners has certain connections with creditors, equity security holders, and other parties in interest in these Chapter 11 Cases. AlixPartners does not believe that any of these connections represent an interest materially adverse to the Debtors' estates or otherwise create a conflict of interest regarding the Debtors or these Chapter 11 Cases.

31. In the event that AlixPartners learns of additional connections not reflected in the MacGreevey Declaration, AlixPartners will use reasonable efforts to promptly file a supplemental declaration.

Indemnification Provisions

32. The Engagement Letter contains standard indemnification language with respect to AlixPartners' services including, without limitation, an agreement by the Committee to have the Debtors indemnify AlixPartners and its affiliates, partners, directors, officers, employees and agents (each, an "**AlixPartners Party**" and collectively, the "**AlixPartners Parties**") from and against all claims, liabilities, losses, expenses and damages arising out of or in connection with the engagement of AlixPartners that is the subject of the Engagement Letter, except to the extent caused by gross negligence, willful misconduct, or fraud of any AlixPartners Party.

33. The Committee and AlixPartners believe that the indemnification provisions contained in the Engagement Letter, as may be amended in the Proposed Order, are customary and reasonable for AlixPartners and comparable firms providing financial advisory services, and as would be modified pursuant to the foregoing limitations, reflect the qualifications and limitations on indemnification provisions that are customary in this district and others.

34. Moreover, the terms and conditions of the indemnification provisions were negotiated by AlixPartners at arm's length and in good faith. The provisions contained in the Engagement Letter, viewed in conjunction with the other terms of AlixPartners' proposed retention, are reasonable and in the best interest of the Debtors, their estates, and all parties in interest. Accordingly, as part of this Application, the Committee requests that the Court approve the indemnification provisions as set forth in the Engagement Letter, as may be amended by the Proposed Order.

Notice

35. The Committee will provide notice of this Application consistent with the procedures described in the *Order Implementing Certain Notice and Case Management Procedures* [Docket No. 61], entered by the Court on September 3, 2025 (the “**Case Management Order**”). The Committee respectfully submits that no other or further notice need be given beyond that required in the Case Management Order. Pursuant to paragraph 39 of the Case Management Order and in accordance with the terms thereof, if no objections are timely filed and served in accordance therewith, the relief requested herein may be entered without a hearing.

WHEREFORE the Committee respectfully requests entry of the Proposed Order granting the relief requested herein and such other and further relief as the Court may deem just and proper.

Dated: October 23, 2025

**THE OFFICIAL COMMITTEE OF
UNSECURED CREDITORS OF SPIRIT
AVIATION HOLDINGS, INC., *ET AL.*,**


By: /s/ 
Michael Harris, not in his individual capacity but solely on behalf of the Official Committee of Unsecured Creditors of Spirit Aviation Holdings, Inc., *et al.* and not in any other capacity

EXHIBIT A

Proposed Order

**UNITED STATES BANKRUPTCY COURT
SOUTHERN DISTRICT OF NEW YORK**

In re:

**SPIRIT AVIATION HOLDINGS, INC., *et al*,
Debtors.**¹

Chapter 11

Case No.: 25-11897 (SHL)

Jointly Administered

**ORDER AUTHORIZING THE OFFICIAL COMMITTEE OF UNSECURED
CREDITORS TO EMPLOY AND RETAIN ALIXPARTNERS, LLP
AS ITS FINANCIAL ADVISOR EFFECTIVE AS OF SEPTEMBER 19, 2025**

Upon the application (the “**Application**”)² of the Official Committee of Unsecured Creditors (the “**Committee**”) appointed in these Chapter 11 Cases of Spirit Aviation Holdings, Inc. and its debtor affiliates, as debtors and debtors in possession in the above-captioned cases (the “**Debtors**”) for entry of an order (this “**Order**”), pursuant to sections 328(a) and 1103 of title 11 of the United States Code (the “**Bankruptcy Code**”), Rules 2014 and 2016 of the Federal Rules of Bankruptcy Procedure (the “**Bankruptcy Rules**”) and Rules 2014-1 and 2016-1 of the Local Bankruptcy Rules for the Southern District of New York (the “**Local Rules**”), authorizing the Committee to employ and retain AlixPartners, LLP (“**AlixPartners**”) as the Committee’s financial advisor, effective as of September 19, 2025; and upon consideration of the Declaration of David MacGreevey (the “**MacGreevey Declaration**”); and it appearing that AlixPartners is “disinterested” and eligible for retention pursuant to sections 101(14) and 328(c) of the Bankruptcy

¹ The Debtors’ names and last four digits of their respective employer identification numbers are as follows: Spirit Aviation Holdings, Inc. (1797); Spirit Airlines, LLC (7023); Spirit Finance Cayman 1 Ltd. (7020); Spirit Finance Cayman 2 Ltd. (7362); Spirit IP Cayman Ltd. (4732); and Spirit Loyalty Cayman Ltd. (4752). The Debtors’ mailing address is 1731 Radiant Drive, Dania Beach, FL 33004.

² Capitalized terms not otherwise defined herein shall have the meanings ascribed to them in the Application.

Code; and the Court having found the terms and conditions of AlixPartners' employment, including, but not limited to, the Fee and Expense Structure set forth in the Engagement Letter and Application, are reasonable under section 330 of the Bankruptcy Code; and the Court having jurisdiction to consider the Application pursuant to 28 U.S.C. §§ 157 and 1334; and it appearing that this matter is a core proceeding pursuant to 28 U.S.C. § 157(b); and it appearing that venue of this case and the Application in this district is proper pursuant to 28 U.S.C. §§ 1408 and 1409; and due and proper notice of the Application having been provided, and it appearing that no other or further notice need be provided, and the Court having reviewed the Application; and the Court having held a hearing on the Application; and the Court having determined that the legal and factual bases set forth in the Application establish just cause for the relief granted herein; and the Court having determined that the relief requested in the Application is in the best interest of the Debtors, their estates, and all parties in interest; and upon all of the proceedings had before the Court and after due deliberation and sufficient cause appearing therefor,

IT IS HEREBY ORDERED THAT:

1. The Application is approved as set forth in this Order.
2. Pursuant to sections 328(a) and 1103 of the Bankruptcy Code, the Committee is authorized to employ and retain AlixPartners as its financial advisor in connection with these Chapter 11 Cases effective as of September 19, 2025, and in accordance with the terms and conditions set forth in the Engagement Letter attached to the Application as **Exhibit B**.
3. The terms of the Engagement Letter, including, without limitation, the indemnification provisions, are reasonable, and the conditions of employment are approved in all respects, as modified by this Order.
4. AlixPartners shall file monthly, interim, and final requests for allowance of compensation and reimbursement of expenses pursuant to the procedures set forth in sections 330

and 331 of the Bankruptcy Code, applicable Bankruptcy Rules and the Local Rules, the U.S. Trustee Guidelines and any other such procedures as may be fixed by order of the Court. AlixPartners shall keep its time in one-tenth (1/10) hour increments in accordance with the U.S. Trustee Guidelines.

5. AlixPartners' compensation terms set forth in the Engagement Letter, including, without limitation, the Fee and Expense Structure, are approved, and the Debtors shall be bound by such terms. AlixPartners shall be compensated for the services identified in the Application, the MacGreevey Declaration and the Engagement Letter and reimbursed for out-of-pocket expenses incurred in connection with such services, pursuant to section 328(a) of the Bankruptcy Code in accordance with the terms of the Engagement Letter, subject to the procedures set forth in the Bankruptcy Code, the Bankruptcy Rules, the Local Rules, and any other applicable orders of the Court.

6. To the extent AlixPartners uses the services of independent contractors (the "**Contractors**") in these Chapter 11 Cases, AlixPartners shall: (a) pass through the cost of such Contractors to the Debtors at the same rate that AlixPartners pays the Contractors; (b) seek reimbursement for actual costs only; (c) ensure that the Contractors are subject to the same conflict checks as required for AlixPartners; and (d) file with the Court such disclosures required by Bankruptcy Rule 2014.

7. Notwithstanding anything to the contrary in the Engagement Letter, the indemnification provisions are hereby modified as follows:

- a) Any requests by an AlixPartners Party (as that term is defined in the Engagement Letter) for the payment of indemnification as set forth in the Application and/or Engagement Letter shall be made by means of an application to the Court and shall be subject to review by the Court to ensure that payment of such indemnity conforms to the terms of the Application and/or Engagement Letter and is reasonable under the circumstances of the litigation or settlement in respect of which indemnity is sought, provided however, that in no event shall any

AlixPartners Party be indemnified in the case of its own bad-faith, self-dealing, breach of fiduciary duty (if any), gross negligence or willful misconduct.

- b) In the event that an AlixPartners Party seeks reimbursement from the Debtors for attorneys' fees and expenses in connection with the payment of an indemnity claim pursuant to the Application and/or Engagement Letter, the invoices and supporting time records for the attorneys' fees and expenses shall be included in AlixPartners' own applications, both interim and final, and these invoices and time records shall be subject to the Amended Guidelines, the U.S. Trustee Guidelines and the approval of the Court pursuant to Sections 330 and 331 of the Bankruptcy Code without regard to whether such attorneys have been retained under Section 327 of the Bankruptcy Code, and without regard to whether such attorneys' services satisfy Section 330(a)(3)(C) of the Bankruptcy Code.

8. Any limitation of liability pursuant to the terms and conditions set forth in the Engagement Letter, or otherwise, is hereby eliminated for the duration of these Chapter 11 Cases.

9. The relief granted herein shall be binding upon any chapter 11 trustee appointed in these Chapter 11 Cases, or upon any chapter 7 trustee appointed in the event of a subsequent conversion of these Chapter 11 Cases to cases under chapter 7.

10. To the extent there is an inconsistency between this Order, the Engagement Letter and the Application, the terms of this Order shall govern.

11. AlixPartners shall use reasonable efforts to avoid any duplication of services provided by any of the other retained professionals in these Chapter 11 Cases.

12. The Committee and AlixPartners are authorized to take all actions necessary to effectuate the relief granted in this Order in accordance with the Application.

13. This Court retains exclusive jurisdiction with respect to all matters arising from or related to the implementation, interpretation, and enforcement of this Order.

Dated: _____, 2025
New York, New York

THE HONORABLE SEAN H. LANE
UNITED STATES BANKRUPTCY JUDGE

EXHIBIT B

Engagement Letter



September 19, 2025

To: The Official Committee of Unsecured Creditors of Spirit Aviation Holdings, Inc.

Re: Agreement for Consulting Services

Dear Committee Members:

This letter, together with the attached Schedule(s) and General Terms and Conditions, sets forth the agreement ("Agreement") between AlixPartners, LLP ("AlixPartners"), and the Official Committee of Unsecured Creditors (the "Committee") of Spirit Aviation Holdings, Inc. and certain of its affiliates and subsidiaries (the "Company") for the engagement of AlixPartners to provide consulting services to the Committee with respect to the Company's Chapter 11 reorganization cases currently pending before the United States Bankruptcy Court for the Southern District of New York ("Bankruptcy Court").

All defined terms shall have the meanings ascribed to them in this letter and in the attached Schedule(s) and General Terms and Conditions. The Committee and AlixPartners are each a "Party," and together the "Parties."

Objectives and Tasks

AlixPartners will provide advice to and assist the Committee in evaluating and implementing strategic and tactical options through the bankruptcy and restructuring process. A general list of tasks AlixPartners will likely perform is as follows:

- Analyze the Company's Statement of Financial Affairs ("SOFAs") and Schedules of Assets and Liabilities ("SOALs").
- Review the Company's cash management, tax sharing and intercompany accounting systems, practices and procedures.
- Review and investigate: (i) related party transactions, including those between the Company and non-debtor subsidiaries and affiliates (including, but not limited to, shared services expenses and tax allocations) and (ii) selected other pre-petition transactions.
- Identify and/or review potential preference payments, fraudulent conveyances and other causes of action that the various Company estates may hold against third parties, including each other.
- Assist the Committee and its advisors in any settlement negotiations by creating a legal entity waterfall model and analyzing potential recoveries to general unsecured creditors under any proposed chapter 11 plan, including, but not limited to, by analyzing potential plan structures, analyzing intercompany claims, and developing a distribution analysis.
- Assist in the development and/or review of the Company's plan of reorganization and disclosure statement as directed by the Committee.
- Review and evaluate proposed incentive compensation plans, including Key Employee Incentive Plans ("KEIP") and Key Employee Retention Plans ("KERP").

AlixPartners

The Official Committee of Unsecured Creditors of Spirit Aviation Holdings, Inc.

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- Assist the Committee with analyzing and valuing the Debtors' real estate and illiquid assets (excluding loyalty program) and trademarks, registrations, registration applications, and other associated intellectual property including, but not limited to, brand names, licensing rights or naming rights.
- Review and evaluate court motions filed or to be filed by the Company or any other parties-in-interest, as appropriate and as related to any of the other tasks included herein.
- Render expert testimony and litigation support services as requested from time to time by the Committee and its counsel, regarding any of the matters to which AlixPartners is providing services.
- Support eDiscovery obligations including in conjunction with document requests, subpoenas, or other discovery requirements, such as forensic data acquisition and analysis, data processing, monthly secure data hosting, review and analysis, and productions, and any other eDiscovery needs requested by the Company.
- Assist in the development of wind down analyses to administer the bankruptcy estate post-sale or merger as directed by the Committee in coordination with other Committee advisors.
- Attend Committee meetings and court hearings as may be required in the role of advisors to the Committee.
- Assist with such other matters as may be requested that fall within AlixPartners' expertise and that are mutually agreeable.

Staffing

David MacGreevey will be responsible for the engagement, supported by the AlixPartners personnel necessary to complete the services provided under the Agreement. In addition, AlixPartners and its Affiliates have relationships with, and may periodically use, independent contractors with specialized skills and abilities to assist in this engagement.

We will periodically review the staffing levels to determine the proper mix for this assignment. We will only use the necessary staff required to complete the requested or planned tasks.

Timing and Fees

AlixPartners commenced this engagement on September 19, 2025 pending receipt of a copy of the executed Agreement.

The Company shall compensate AlixPartners for its services, and reimburse AlixPartners for expenses, as set forth on Schedule 1.

The Committee will promptly apply to the Bankruptcy Court to obtain approval of AlixPartners' retention nunc pro tunc to the date of the Agreement. AlixPartners acknowledges that its retention and the terms thereof are subject to Bankruptcy Court approval.

* * *

If these terms meet with your approval, please sign and return a copy of the Agreement.

AlixPartners

The Official Committee of Unsecured Creditors of Spirit Aviation Holdings, Inc.
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Terms and Conditions

The Committee agrees to all the terms of the Agreement and to use its best efforts, through the application for retention of AlixPartners, to have the Company provide an indemnification to AlixPartners and its principals, employees, subcontractors, representatives, agents and counsel, as set forth in the Indemnification section of the General Terms and Conditions.

We look forward to working with you.

Sincerely yours,



David MacGreevey
Partner & Managing Director

For and on behalf of AlixPartners, LLP

Agreement and acceptance confirmed

Signed by:

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By:
Brett Miller

Its: Authorized Signatory

Dated: 10/23/25

For and on behalf of the Official Committee of Unsecured Creditors of Spirit Aviation Holdings, Inc.



Schedule 1

Fees and Expenses

- 1. Fees:** AlixPartners’ fees will be based on the hours spent by AlixPartners personnel at AlixPartners’ hourly rates, which are:

Partner / Partner & Managing Director	USD 1,225 – USD 1,540
Senior Vice President / Director	USD 850 – USD 1,150
Vice President	USD 650 – USD 835
Analyst / Consultant	USD 250 – USD 640

AlixPartners generally reviews and revises its billing rates semi-annually.

AlixPartners’ total fees include any applicable eDiscovery fees (as set forth in the eDiscovery Related Matters Section of the General Terms and Conditions), retainer, break fee, or success fee payable hereunder (together, the “Fees”).

- 2. Expenses:** In addition to the Fees set forth in this Schedule, the Company shall pay directly, or reimburse AlixPartners upon receipt of periodic billings, for all reasonable out-of-pocket expenses incurred in connection with this engagement, such as travel, lodging and meals, and any technology costs associated with secure storage and handling of client data not otherwise covered by this Agreement.
- 3. Retainer:** AlixPartners does not require a retainer in connection with this engagement.
- 4. Payment:** AlixPartners will submit invoices in the manner required by the Bankruptcy Court, and all invoices will be due and payable immediately upon receipt, subject to Bankruptcy Court approval, as applicable.



**Data Protection Schedule
Description of Transfer**

AlixPartners will generally not process any Personal Data on behalf of the Company under the Agreement but will receive and potentially process personal details of employees/contractors of the Company who will be involved in the services to which this engagement relates such as name, job title, email address, telephone number. AlixPartners will use such personal details (i) for the purpose of communicating about the services to which this engagement relates and performing the services under the Agreement and (ii) for the duration necessary for the delivery of the services under the Agreement.

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General Terms and Conditions

These General Terms and Conditions ("Terms") are incorporated into the Agreement to which these Terms are attached. In case of conflict between the wording in the letter and/or schedule(s) and these Terms, the wording of the letter and/or schedule(s) shall prevail.

Section 1. Committee Responsibilities

AlixPartners' performance of the services in accordance with the terms of the Agreement are dependent on the Committee's timely and effective completion of the following responsibilities to the extent they are reasonably necessary for such performance: (a) provide timely, reliable, accurate and detailed information, materials, documentation; and (b) make timely decisions, gain relevant approvals, and co-operate with AlixPartners as is necessary or desirable for the performance of the services.

Section 2. Nature of the Services of AlixPartners

AlixPartners is not an accounting firm or a law firm. AlixPartners is providing advisory and consulting services only and will not (i) unless expressly stated otherwise in the Agreement, make management decisions for the Committee, (ii) perform accounting audits, or (iii) provide legal services or advice. While AlixPartners may, from time-to-time, suggest options that may be available to the Committee, the ultimate decision as to such options rests with the Committee, and AlixPartners makes no promise or guarantee, nor gives any representations, about the outcome of the Committee's matters and/ or any decision it makes.

Section 3. Billing, Payments, and Taxes

Billing and Payments. All invoices for Fees and expenses are due as set forth on Schedule 1 (the "Due Date") via wire transfer to AlixPartners' bank account, as shown on the invoice. All amounts invoiced are based on services rendered and expenses incurred to date, and are not contingent upon future services or Work Product (as defined below), or the outcome of any case or matter.

There will be no administrative fees or costs charged to AlixPartners for the use of e-billing, procurement, factoring, or other similar services in connection with our invoicing (e.g. Ariba, SAP, Tymetrix, Brightflag, etc.) of this engagement. If the Company requests or requires AlixPartners to use the Company's or a third party's e-billing, procurement, factoring, or other similar services in connection with our invoicing and there are fees charged or discounts applied in connection with AlixPartners' use of such services, the Company agrees to reimburse AlixPartners for those fees or discounts as a reimbursable expense under the Agreement.

Taxes. AlixPartners' Fees are exclusive of taxes or similar charges, which shall be the responsibility of the Company (other than taxes imposed on AlixPartners' income generally). If AlixPartners' Fees are subject to any taxes, such as State sales tax or Value Added Tax, then AlixPartners will include such taxes on its invoices as separate line items.

Section 4. Use of Work Product

"Work Product" means all information, reports, materials, software and other work product that AlixPartners creates or develops specifically for the Committee in the performance and/or preparation of the services that constitutes, contains and/or comprises AlixPartners' advice, observations, assessments, evaluations, theories,

formulas, methodologies, opinions, judgement, endorsements, recommendations and/ or proposals.

"Affiliate" means any entity that, directly or indirectly, controls, is controlled by or is under common control with the referenced entity, including the referenced entity's parent. In this definition, control means the power to direct the management and policies of an entity, directly or indirectly, whether through the ownership of voting securities, by contract or otherwise.

Except as disclosure may be required by law, regulation or regulatory process, or as allowed below, the Committee agrees that the Work Product shall only be used by the Committee internally solely for its own benefit and use consistent with the purpose of the services under the Agreement. The Committee acknowledges and agrees that AlixPartners' only duty of care in respect of the services and the Work Product is to the Committee.

The Committee may distribute the Work Product on a strictly confidential and non-reliance basis to its auditors, accountants, legal advisors, controlled and controlling Affiliates ("Authorized Recipients") provided that the Committee understands and agrees that AlixPartners does not accept any liability to any of the Authorized Recipients and AlixPartners sole duty of care is to the Committee. The Committee shall be responsible for any damages resulting from a breach of the terms of the Agreement by its Authorized Recipients.

Except as described above and without AlixPartners' prior written approval (not to be unreasonably withheld or delayed), no part of AlixPartners' Work Product may be (i) disseminated, reproduced, quoted, or referenced with attribution to AlixPartners or an unnamed consultant or (ii) disseminated to third parties without AlixPartners' prior written consent and such third parties executing AlixPartners' Report Access Letter.

Section 5. Confidentiality

Nondisclosure of Confidential Information. Each Party shall keep confidential all confidential information, in whatever form, relating to a Party or its finances, accounts, business, technologies, products, customers or suppliers obtained from the other Party during the performance of AlixPartners' services hereunder (the "Confidential Information"), and neither Party will disclose any Confidential Information to any other person or entity, except as permitted below. Confidential Information includes the terms of the Agreement.

Disclosure of Confidential Information. The foregoing is not intended to prohibit, nor shall it be construed as prohibiting, either Party from making such disclosures of Confidential Information that either Party reasonably believes are required by law or any regulatory requirement or authority, including AlixPartners' disclosures to clear client conflicts and as may be required by FedRBank P2014 in unrelated bankruptcy matters.

Either Party may disclose Confidential Information to its Affiliates, and its and their directors, officers, employees, partners, subcontractors, auditors, accountants, agents and legal advisors (collectively, "Representatives"), but

AlixPartners, LLP
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only if such Representatives reasonably need to know the Confidential Information as it relates to the services being provided under the Agreement and such Representatives are bound by similar confidentiality obligations. Each Party is responsible for any breach of these confidentiality obligations by any of its Representatives. AlixPartners may use Confidential Information (i) for benchmarking and related activities, and (ii) to train, enhance or test AlixPartners' Artificial Intelligence (AI) technologies to augment or enhance its services. Any such use will only be conducted behind a secure firewall, and any output from such activities will only be used on an aggregated and anonymized basis. In all such activities, AlixPartners shall strictly comply with the terms of this Agreement (including its confidentiality and privacy obligations), applicable laws, and our professional obligations.

Exclusions. The confidentiality provisions of the Agreement will not apply to any information that (a) is or becomes generally available to the public through no action by either Party or its Representatives (as defined below), (b) are or become available to either Party on a non-confidential basis from a source that such Party reasonably believes is lawfully permitted to so provide, or (c) is independently developed by either Party without the use of the Confidential Information of the other Party.

Return or Destruction of Information. At the conclusion of the Agreement, the receiving Party and its Representatives may, and will if so requested in writing by the disclosing Party, promptly return to the disclosing Party all tangible Confidential Information provided to the receiving Party and its Representative and will destroy/delete all summaries, notes, studies, compilations or written or electronic copies and records that reflect any of the Confidential Information prepared by either Party or any of its Representatives. Such destruction/deletion (or return/delivery) will be confirmed in writing. The foregoing obligation to return or destroy documents shall not extend to (i) documents the receiving Party is obligated to retain pursuant to any applicable law, rule, regulation, policy or by a competent authority, or (ii) any computer files or documents created as a result of automatic archiving and backup procedures provided that any such retained documents shall remain subject to the Agreement.

Expiration. The obligations of the Parties under this section shall survive the end of any engagement between the Parties for a period of three (3) years.

Marketing. AlixPartners will have the right to disclose to any person that it provided services to the Committee and a general description of such services, but AlixPartners shall not provide any other information about its involvement with the Committee.

Section 6. Intellectual Property

"Intellectual Property" means patents, registered designs, registered trademarks and applications and the right to apply for any of the foregoing, copyright, design rights, topography rights, database rights, brands, trademarks, utility model rights, rights in the nature of copyright, rights in inventions and all other industrial, commercial and intellectual property rights and all other rights or forms of protection having equivalent or similar effect to any of the foregoing arising anywhere in the world.

"AlixPartners Intellectual Property" means any Intellectual Property that AlixPartners has created, acquired or

developed prior to the date of and/or separately from the Agreement and any enhancements, developments and/or improvements to any of the foregoing by and/or on behalf of AlixPartners during the course of, and/or in performance of, the Agreement.

"Committee Intellectual Property" means any Intellectual Property that AlixPartners creates specifically for the Committee in the performance of the services that is not AlixPartners Intellectual Property.

As between the Parties, the Committee's Intellectual Property shall be owned by the Committee upon full payment of all Fees and expenses due to AlixPartners and to that effect, subject to the payment of such Fees and expenses, AlixPartners hereby assigns its rights and interests in and the Committee's Intellectual Property to the Committee.

As between the Parties, the AlixPartners Intellectual Property shall be owned by AlixPartners and except to the extent explicitly agreed hereunder the Committee shall not acquire any title or interest in and to the AlixPartners Intellectual Property. AlixPartners hereby grants to the Committee a non-exclusive, non-transferable, irrevocable, royalty-free, worldwide license to use the AlixPartners Intellectual Property only to the extent necessary to enable the Committee to use and benefit from the results of the services, including the Committee's Intellectual Property, subject to and in accordance with the terms of the Agreement.

Section 7. Limitation of Liability

THE ALIXPARTNERS PARTIES SHALL NOT BE LIABLE TO THE COMMITTEE, THE COMMITTEE MEMBERS, THE COMPANY, OR ANY PARTY ASSERTING CLAIMS ON BEHALF OF THE COMPANY, EXCEPT FOR DIRECT DAMAGES FOUND IN A FINAL DETERMINATION TO BE THE DIRECT RESULT OF THE GROSS NEGLIGENCE, BAD FAITH, SELF-DEALING OR INTENTIONAL MISCONDUCT OF ALIXPARTNERS. THE ALIXPARTNERS PARTIES SHALL NOT BE LIABLE FOR INCIDENTAL, CONSEQUENTIAL OR SPECIAL DAMAGES, LOST PROFITS, LOST DATA, REPUTATIONAL DAMAGES, PUNITIVE DAMAGES OR ANY OTHER SIMILAR DAMAGES UNDER ANY CIRCUMSTANCES, EVEN IF THEY HAVE BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. THE ALIXPARTNERS PARTIES' AGGREGATE LIABILITY, WHETHER IN TORT, CONTRACT, OR OTHERWISE, IS LIMITED TO THE AMOUNT OF FEES PAID TO ALIXPARTNERS FOR SERVICES UNDER THE AGREEMENT (OR IF THE CLAIM ARISES FROM AN ADDENDUM TO THE AGREEMENT, UNDER THE APPLICABLE ADDENDUM) (THE "LIABILITY CAP").

Nothing in the Agreement, including the Liability Cap, shall be deemed to limit or exclude AlixPartners' liability for (a) death or personal injury caused by negligence, (b) gross negligence, fraud or willful misconduct, or (c) to the extent such claim cannot be capped or limited by applicable law.

AlixPartners is not responsible for any third-party products or services separately procured by the Committee. The Committee's sole and exclusive rights and remedies with respect to any such third-party products or services are against the third-party vendor and not against AlixPartners, whether or not AlixPartners is instrumental in procuring such third-party product or service.

AlixPartners, LLP
General Terms and Conditions**Section 8. Indemnification**

The Committee agrees to use its best efforts, through the application for the retention of AlixPartners, to have the Company provide an indemnification to the AlixPartners Parties (as defined below), whereby:

The Company shall indemnify, hold harmless and defend AlixPartners and its Affiliates and its and their partners, directors, officers and employees (collectively, the "AlixPartners Parties") from and against all claims (including without limitation claims from Authorized Recipients), liabilities, losses, expenses and damages ("Loss") incurred or suffered arising out of or as a result of the performance by AlixPartners of the services or its obligations hereunder, or any third party's use of or reliance on the services provided under the Agreement or Work Product. The indemnity herein shall not apply to the extent such Loss directly arises as a result of AlixPartners' Parties gross negligence or willful misconduct. The Company shall pay Losses as incurred, including reasonable legal fees and disbursements of counsel. If, in the opinion of counsel, representing both Parties in the matter covered by this indemnification creates a potential conflict of interest, the AlixPartners Parties may engage separate counsel to represent them at the Company's expense.

The Company's indemnification obligations in this Section shall be primary to, and without allocation against, any similar indemnification obligations that AlixPartners may offer to its personnel generally.

Section 9. Governing Law and Arbitration

The Agreement is governed by and shall be construed in accordance with the laws of the State of New York with respect to contracts made and to be performed entirely therein and without regard to choice of law or principles thereof.

Any controversy or claim arising out of or relating to the Agreement, or the breach thereof, shall be settled by arbitration. Each Party shall appoint one non-neutral arbitrator. The two party arbitrators shall select a third arbitrator. If within 30 days after their appointment the two party arbitrators do not select a third arbitrator, the third arbitrator shall be selected by the American Arbitration Association (AAA). The arbitration shall be conducted in New York, New York under the AAA's Commercial Arbitration Rules, and the arbitrators shall issue a reasoned award. The arbitrators may award costs and attorneys' fees to the prevailing Party. Judgment on the award rendered by the arbitrators may be entered in any court having jurisdiction thereof.

Notwithstanding the foregoing, any Party may proceed directly to a court of competent jurisdiction to enforce the terms of the Agreement for any claim in connection with (i) the non-payment of Fees or expenses due under the Agreement, or (ii) the non-performance of obligations under the Indemnification section of these Terms. For the purposes of this paragraph, the Parties expressly consent to the jurisdiction of all Federal and state courts located in New York, New York.

In any court proceeding arising out of the Agreement, the

Parties hereby waive any right to trial by jury.

Equitable Remedies. Each Party acknowledges and agrees that money damages alone may not be an adequate remedy for a breach of the Agreement. Each Party agrees that the non-breaching Party shall have the right to seek a restraining order and/or an injunction for any breach of the Agreement.

Section 10. Termination and Survival

The Agreement may be terminated at any time by ten days' written notice by one Party to the other; provided, however, that notwithstanding such termination AlixPartners will be entitled to any Fees and expenses incurred through the termination date (for fixed fee engagements, fees will be pro rata based on the amount of time completed). Such payment obligation shall inure to the benefit of any successor or assignee of AlixPartners.

Additionally, unless the Agreement is terminated by the Committee due to AlixPartners' material breach (and such material breach continues after 30 days' written notice thereof and opportunity to cure) AlixPartners shall remain entitled to the success fee(s), if any, that otherwise would be payable during the 12 months after the date of termination of the Agreement.

Sections 3, 4, 5, 7, 8, 10, 11, 12, 13, and 14 of these Terms, the provisions of Schedule 1 and the obligation to pay accrued fees and expenses shall survive the expiration or termination of the Agreement.

Section 11. General

Force Majeure. "Force Majeure Event" means any action, omission, act, event or circumstance which is beyond the reasonable control of AlixPartners and which prevents AlixPartners from performing any of its obligations under the Agreement, including failure to meet any standard of performance.

If a Force Majeure Event occurs, AlixPartners will, as soon as reasonably practicable, notify the Committee of its occurrence, nature and the anticipated impact it will have on AlixPartners' ability to perform its obligations under the Agreement and AlixPartners will have no liability in respect of the non-performance of such obligations during the continuation of the Force Majeure Event and for such time after its ends as is reasonably necessary for AlixPartners to recommence its affected performance under the Agreement.

Anti-Money Laundering Compliance. AlixPartners is obliged to and shall comply with certain regulations pertaining to its activities, including client take-on and the services contemplated during this engagement (for example UK, US and European anti- money laundering regulations as well as economic sanctions regulations administered by OFAC and/ or the Department of State in the US). The Committee acknowledges and agrees that AlixPartners will conduct customer due diligence checks at the outset of the business relationship and periodically thereafter, which may involve verifying the identity of the Committee members, the beneficial owners of the Committee, or their associated persons and entities, as well as other persons and entities with which AlixPartners is dealing in connection with this engagement. In that context, AlixPartners may request such information and documentation as is required for these purposes and

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AlixPartners shall retain all information and documentation provided in accordance with applicable laws and its document retention policy, as amended from time to time.

Anti-Bribery and Corruption. The Parties shall comply with all applicable laws, statutes, regulations, and codes relating to anti-bribery and anti-corruption (including but not limited to the Bribery Act 2010). Each Party shall notify the other immediately if it has reason to suspect that any breach of the foregoing has occurred, is occurring or is likely to occur in connection with the Agreement, its subject matter or the receipt or payment (as the case may be) of any moneys from or by or on behalf of the Company.

If either Party (the "Defaulting Party") breaches this section, the other Party (the "Non-Defaulting Party") may, notwithstanding any other terms of the Agreement terminate the Agreement and may recover from the Defaulting Party any loss or damage suffered by the Non-Defaulting Party resulting from such termination.

The rights and remedies under this section entitled 'Anti-Bribery and Corruption' shall survive acceptance and payment of any moneys and be without prejudice to any other right or remedy available to the Non-Defaulting Party.

Severability. If any provision(s) of the Agreement are, in any jurisdiction, found to be invalid or unenforceable, that provision or parts thereof (as the case may be) will to that extent and in that jurisdiction be deemed not to form part of the Agreement and the enforceability of the remainder will not be affected in such jurisdiction.

Entire Agreement. The Agreement, including the letter, the Terms and the schedule(s), contains the entire understanding of the Parties relating to the services and supersedes any and all prior proposals, communications, agreements, understandings, representations, or estimates among the Parties with respect to such services. Each Party agrees that in entering into the Agreement other than as expressly included in the Agreement it does not rely on any statement, representation, undertaking, agreement or understanding of any nature made by any person. The Agreement, including the letter, the Terms and the schedule(s), may not be amended or modified in any respect except in a writing signed by the Parties.

Related Matters. Upon the Company's request or if an AlixPartners Party is required by applicable law, legal process or government action to produce information or testimony as a witness with respect to the Agreement, the Company shall reimburse AlixPartners for any professional time and expenses (including reasonable external and internal legal costs and e-discovery costs) incurred to respond to the request, except in cases where an AlixPartners Party is a party to the proceeding or the subject of the investigation.

Joint and Several Liability. If more than one counterparty enters into the Agreement with AlixPartners, the liability of each such counterparty shall be joint and several, and AlixPartners may take action against, or release or compromise the liability of, any counterparty, without affecting the liability of any other counterparty.

Third-Party Beneficiaries. Except where expressly stated to be for the benefit of Affiliates of AlixPartners (and such Affiliates will acquire rights to enforce the relevant terms), a person who is not a party to the Agreement has

no rights to enforce any terms of the Agreement.

Notices. All notices required or permitted to be delivered under the Agreement shall be sent, if to AlixPartners, to:

AlixPartners, LLP
2000 Town Center, Suite 2400
Southfield, MI 48075
Attention: Chief Legal Officer

and if to the Committee, to its retained counsel, or to such other name or address as may be given in writing to AlixPartners. All notices under the Agreement shall be sufficient only if delivered by overnight mail. Any notice shall be deemed to be given only upon actual receipt.

Section 12. Bankruptcy Related Matters

The Committee shall promptly apply to the Bankruptcy Court for approval of the Committee's retention of AlixPartners under the terms of the Agreement. The form of retention application and proposed order shall be reasonably acceptable to AlixPartners. AlixPartners shall have no obligation to provide any further services unless AlixPartners' retention under the terms of the Agreement is approved by a final order of the Bankruptcy Court reasonably acceptable to AlixPartners. The Committee shall assist, or cause its counsel to assist, with filing, serving and noticing of papers related to AlixPartners' fee and expense matters.

The Committee and AlixPartners agree that the Bankruptcy Court shall have exclusive jurisdiction over any and all matters arising under or in connection with the Agreement.

AlixPartners will have the right to obtain independent legal counsel to obtain advice with respect to its services under the Agreement. The Company will reimburse AlixPartners for the reasonable fees and expenses of such independent legal counsel, following approval by the Bankruptcy Court.

AlixPartners acknowledges that, during the pendency of any Bankruptcy Court approved retention, the indemnification provisions and Liability Cap set forth above may be subject to modification as stated within the Bankruptcy Court's retention order.

If AlixPartners finds it desirable to augment its consulting staff with independent contractors (an "I/C") in this case, (i) AlixPartners will file, and require the I/C to file, 2014 affidavits indicating that the I/C has reviewed the list of the interested parties in this case, disclosing the I/C's relationships, if any, with the interested parties and indicating that the I/C is disinterested; (ii) the I/C must remain disinterested during the time that AlixPartners is involved in providing services on behalf of the Committee; and (iii) the I/C must represent that he/she will not work for the Committee or other parties in interest in this case during the time AlixPartners is involved in providing services to the Committee. AlixPartners' standard practice is to charge for an I/C's services at the rate equal to the compensation provided by AlixPartners to such I/C.

Section 13. eDiscovery Related Matters

eDiscovery Data Under Management. When eDiscovery services are utilized APS charges a \$18/GB monthly fee for data (as described in the paragraph below) within AlixPartners eDiscovery environment ("eDiscovery Data Under Management"). EDISCOVERY Data Under

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Management volume is calculated based on the size of the data in AlixPartners' eDiscovery secure environment, including all source data, databases, indices, and log files.

As used in this Section only, "data" shall mean such data and Confidential Information collected, transferred, and stored within AlixPartners' eDiscovery environment. The monthly fee for any eDiscovery Data Under Management does not apply to any other data or Confidential Information that is transferred and stored outside of AlixPartners' eDiscovery environment, or which relates to other services being provided under the Agreement.

Engagement Closure and Final Data Disposition. An engagement is deemed closed for data disposition purposes and no longer open (x) upon notice to AlixPartners by the Committee that AlixPartners' services will no longer be needed, or (y) AlixPartners may deem the engagement closed (1) after ninety (90) days of inactivity (no billed services or data fees), (2) no response by the Committee to attempted contact by AlixPartners, or (3) failure of the Company to pay AlixPartners Fees and expenses hereunder after 90 days' notice thereof. After closure of the engagement, AlixPartners will follow any reasonable written instructions from the Committee to return, destroy or permanently delete all data and Confidential Information related to the Agreement from within AlixPartners' processing, hosting, and archive systems. Absent such written instructions from the Committee, AlixPartners may, following engagement closure and at AlixPartners' sole discretion, return, destroy or permanently delete all data and Confidential Information related to the Agreement supplied to AlixPartners by the Committee within AlixPartners' processing, hosting and archive systems. Notwithstanding anything contained herein to the contrary, AlixPartners' obligation to return, delete or destroy data and Confidential Information shall not apply to (i) any computer records or files containing data and Confidential Information which have been created pursuant to automatic archiving or back-up procedures that cannot be reasonably deleted provided that such copies will be deleted or overwritten in the due course of such automatic procedures, and (ii) any data and Confidential Information that needs to be retained in accordance with applicable laws or in accordance with AlixPartners' record retention policy. Any data and Confidential Information retained under (i) or (ii) above will remain subject to AlixPartners' confidentiality obligation set forth in the Confidentiality Section of these Terms (other than any term for the confidentiality obligation, which will not apply until data or Confidential Information has been returned, destroyed, or deleted). Fees and expenses associated with return, deletion, destruction or other disposition of data and Confidential Information Confidential will be billed as set forth in Schedule 1 to the Agreement, or if not specified at AlixPartners' standard hourly rates for such services. If the Committee asks AlixPartners to archive any data or Confidential Information after the engagement is closed, the Company agrees to pay AlixPartners its standard monthly rate for such archival services. AlixPartners may request reasonable assurances from the Company of its intention to make such payments before performing the services.

Data Security and Transfer via Email. AlixPartners does not consider email or any other unencrypted method a sufficiently secured process for transferring data and Confidential Information to and from the Committee. AlixPartners uses specialized equipment and protocols to

help protect the security of data and Confidential Information during collection, transport, transmission, and storage. Prior to commencement of this engagement, the Parties will establish approved methods for securely transferring electronic data and Confidential Information via physical media delivery and electronic file transfer services such as:

1. Delivery on an encrypted hard disk or other physical media using a complex password; or
2. Online transfer using a secure file transfer site approved for use by the Committee and AlixPartners. The Committee can either make such a site available for AlixPartners to download from, or AlixPartners can make such a site available for the Committee or any third party to upload data to.

At no time shall the Committee send data or Confidential Information to AlixPartners via email or any other unencrypted method. Should the Committee or any third party insist upon sending or receiving data or Confidential Information to or from AlixPartners via email (or any other unencrypted method), the Parties acknowledge and agree that (1) AlixPartners cannot guarantee the security, control, or permanent deletion of any such data and Confidential Information, and (2) AlixPartners shall have no liability, howsoever arising, to the Committee or to any third party for the disposition of any data or Confidential Information transferred to or from AlixPartners via email or other unencrypted method.

Section 14. Data Protection

To the extent applicable, the Committee and AlixPartners shall comply with the terms of the AlixPartners Data Protection Addendum (located at: <https://www.alixpartners.com/data-protection-addendum/>), which form part of the Agreement. The Data Protection Schedule of the Agreement shall apply to the Data Protection Addendum.

EXHIBIT C

MacGreevey Declaration

**UNITED STATES BANKRUPTCY COURT
SOUTHERN DISTRICT OF NEW YORK**

In re:

**SPIRIT AVIATION HOLDINGS, INC., *et al.*,
Debtors.**¹

Chapter 11

Case No.: 25-11897 (SHL)

Jointly Administered

**DECLARATION OF DAVID MACGREEVEY IN SUPPORT OF THE
APPLICATION OF THE OFFICIAL COMMITTEE OF UNSECURED
CREDITORS FOR ENTRY OF AN ORDER AUTHORIZING THE EMPLOYMENT
AND RETENTION OF ALIXPARTNERS, LLP AS ITS FINANCIAL ADVISOR
EFFECTIVE AS OF SEPTEMBER 19, 2025**

I, David MacGreevey, make this declaration pursuant to 28 U.S.C. § 1746, and state:

1. I am a Partner and Managing Director of AlixPartners, LLP (“**AlixPartners**”),² which has a principal place of business at 909 Third Avenue, Floor 30, New York, New York 10022.

2. I submit this declaration (the “**Declaration**”) on behalf of AlixPartners in support of the *Application of the Official Committee of Unsecured Creditors for Entry of an Order Authorizing the Employment and Retention of AlixPartners, LLP as its Financial Advisor Effective as of September 19, 2025* (the “**Application**”) by which the Committee is seeking retention of AlixPartners on the terms and conditions set forth in the Application and the engagement letter

¹ The Debtors’ names and last four digits of their respective employer identification numbers are as follows: Spirit Aviation Holdings, Inc. (1797); Spirit Airlines, LLC (7023); Spirit Finance Cayman 1 Ltd. (7020); Spirit Finance Cayman 2 Ltd. (7362); Spirit IP Cayman Ltd. (4732); and Spirit Loyalty Cayman Ltd. (4752). The Debtors’ mailing address is 1731 Radiant Drive, Dania Beach, FL 33004.

² Capitalized terms used but not otherwise defined herein shall have the meanings ascribed to them in the Application.

between the Committee and AlixPartners, attached to the Application as **Exhibit B** (the “**Engagement Letter**”). Except as otherwise noted,³ I have personal knowledge of the matters set forth herein. If called and sworn as a witness, I could, and would, testify competently to the matters set forth herein.

3. On September 17, 2025, pursuant to Bankruptcy Code section 1102, the United States Trustee for the Southern District of New York (the “**U.S. Trustee**”) appointed the Committee, and on September 19, 2025, the Committee selected AlixPartners as its financial advisor with respect to these Chapter 11 Cases, subject to Court approval.

4. AlixPartners was requested to and began immediately to provide assistance to the Committee as of September 19, 2025.

AlixPartners’ Qualifications

5. AlixPartners is an internationally recognized restructuring and turnaround firm with substantial experience in providing financial advisory services and has an excellent reputation for its work in large and complex chapter 11 cases on behalf of debtors and creditors throughout the United States. AlixPartners performs critical services that complement the services provided by the Committee’s other professionals. AlixPartners is able to represent the Committee in a cost-effective, efficient and timely manner and has been performing such services since the Retention Date.

6. AlixPartners is well-qualified to serve as a financial advisor to the Committee. AlixPartners has assisted, advised, and provided strategic advice to debtors, creditors, bondholders, investors, and other entities in numerous chapter 11 cases of similar size and complexity to these Chapter 11 Cases. Its professionals have provided restructuring or crisis

³ Certain of the disclosures herein relate to matters within the personal knowledge of other professionals at AlixPartners and are based on information provided by them

management services in numerous large cases, including recent filings in this district. *See, e.g., In re 2U, Inc.*, No. 24-11279 (MEW) (Bankr. S.D.N.Y. Sept. 5, 2024); *In re Inversiones Latin America Power Ltda.*, No. 23-11891 (JPM) (Bankr. S.D.N.Y. Jan. 3, 2024); *In re Vice Group Holding Inc.*, No. 23-10738 (JPM) (Bankr. S.D.N.Y. Aug. 22, 2023); *In re Lumileds Holding B.V.*, No. 22-1115 (LGB) (Bankr. S.D.N.Y. Oct. 13, 2022); *In re SAS AB*, No. 22-10925 (MEW) (Bankr. S.D.N.Y. Sept. 19, 2022); *In re Pareteum Corp.*, No. 22-10615 (LGB) (Bankr. S.D.N.Y. Aug. 4, 2022); *In re Century 21 Department Stores LLC*, No. 20-12097 (SCC) (Bankr. S.D.N.Y. Nov. 2, 2020); *In re Garrett Motion Inc.*, No. 20-12212 (MEW) (Bankr. S.D.N.Y. Oct. 26, 2020); *In re KB US Holdings, Inc.*, No. 20-22962 (SHL) (Bankr. S.D.N.Y. Oct. 20, 2020); *In re Grupo Aeroméxico S.A.B. de C.V.*, No. 20-11563 (SCC) (Bankr. S.D.N.Y. Sept. 22, 2020); *In re Jason Indus., Inc.*, No. 20-22766 (RDD) (Bankr. S.D.N.Y. Aug. 27, 2020); *In re LSC Commc'ns, Inc.*, No. 20-10950 (SHL) (Bankr. S.D.N.Y. May 12, 2020).

7. I, David MacGreevey, the Partner and Managing Director who will be responsible for this engagement, have over 25 years of professional experience advising stakeholders on strategic transactions, including restructuring, M&A and capital raises. I lead AlixPartners' creditor services practice and have advised committees, management teams, boards of directors and investors on over 100 complex transactions across a variety of industries. I am a graduate of the University of Richmond and a Certified Insolvency and Restructuring Advisor.

Services to be Provided

8. It is presently anticipated that AlixPartners will continue to provide advice to and assist the Committee in evaluating and implementing strategic and tactical options through the

bankruptcy and restructuring process. A general list of tasks AlixPartners may perform is as follows:⁴

- Analyze the Debtors’ Statement of Financial Affairs (“SOFAs”) and Schedules of Assets and Liabilities (“SOALs”)
- Review the Debtors’ cash management, tax sharing and intercompany accounting systems, practices and procedures.
- Review and investigate: (i) related party transactions, including those between the Debtors and non-debtor subsidiaries and affiliates (including, but not limited to, shared services expenses and tax allocations) and (ii) selected other pre-petition transactions.
- Identify and/or review potential preference payments, fraudulent conveyances and other causes of action that the various Debtors’ estates may hold against third parties, including each other.
- Assist the Committee and its advisors in any settlement negotiations by creating a legal entity waterfall model and analyzing potential recoveries to general unsecured creditors under any proposed chapter 11 plan, including, but not limited to, by analyzing potential plan structures, analyzing intercompany claims, and developing a distribution analysis.
- Assist in the development and/or review of the Debtors’ plan of reorganization and disclosure statement as directed by the Committee.
- Review and evaluate proposed incentive compensation plans, including Key Employee Incentive Plans and Key Employee Retention Plans.
- Assist the Committee with analyzing and valuing the Debtors’ real estate and illiquid assets (excluding loyalty program) and trademarks, registrations, registration applications, and other associated intellectual property including, but not limited to, brand names, licensing rights or naming rights.
- Review and evaluate court motions filed or to be filed by the Debtors or any other parties-in-interest, as appropriate and as related to any of the other tasks included herein.
- Render expert testimony and litigation support services, as requested from time to time by the Committee and its counsel, regarding any of the matters to which AlixPartners is providing services.

⁴ For the avoidance of doubt, Alton Aviation Consultancy LLC, the Committee’s proposed aviation advisor, and AlixPartners have not and will not provide duplicative services in connection with assisting the advisor, and AlixPartners has not and will not provide duplicative services in connection with assisting the Committee in the review of the Debtors’ motions, including the “first day” motions. Specifically, each professional was responsible for assisting the Committee in the review of certain “first day” motions, but both professionals have not and will not assist the Committee in a duplicative review of the “first day” motions.

- Support eDiscovery obligations including in conjunction with document requests, subpoenas, or other discovery requirements, such as forensic data acquisition and analysis, data processing, monthly secure data hosting, review and analysis, and productions, and any other eDiscovery needs requested by the Debtors.
- Assist in the development of wind down analyses to administer the bankruptcy estate post-sale or merger as directed by the Committee in coordination with other Committee advisors.
- Attend Committee meetings and court hearings as may be required in the role of advisors to the Committee.
- Assist with such other matters as may be requested that fall within AlixPartners' expertise and that are mutually agreeable.

9. When necessary, the individuals working on this matter (the "**AlixPartners Personnel**") will be assisted by or replaced by various professionals at various levels.

No Duplication of Services

10. AlixPartners will work closely with Willkie Farr & Gallagher LLP ("**Willkie**"), Jefferies LLP, and Alton Aviation to ensure that there will be no duplication of efforts or unnecessary overlap in the services to be provided by AlixPartners and those that have been provided or which will be provided by the Committee's other professionals.

Fee and Expense Structure

11. AlixPartners' decision to accept this engagement to advise and assist the Committee is conditioned upon its ability to be retained in accordance with its customary terms and conditions of employment, compensated for its services, and reimbursed for the out-of-pocket expenses it incurs in accordance with its customary billing practices, as set forth in **Schedule 1** of the Engagement Letter (the "**Fee and Expense Structure**").

12. AlixPartners' current standard hourly rates, subject to periodic adjustments, are as follows:

Title	Hourly Rate
Partner/ Partner & Managing Director	\$1,225 – \$1,540
Senior Vice President/ Director	\$850 – \$1,150
Vice President	\$650 – \$835
Analyst/ Consultant	\$250 – \$640

13. AlixPartners generally reviews and revises its billing rates semi-annually. Changes in applicable hourly rates will be noted on the invoices for the first time period in which the revised rates became effective.

14. To the extent the Committee requests services related to electronic discovery and data collection, certain fees will apply as further outlined by the Engagement Letter.

15. To the extent AlixPartners uses the services of independent contractors (the “Contractors”) in these Chapter 11 Cases, AlixPartners shall: (a) pass through the cost of such Contractors to the Debtors at the same rate that AlixPartners pays the Contractors; (b) seek reimbursement for actual costs only; (c) ensure that the Contractors are subject to the same conflict checks as required for AlixPartners; and (d) file with the Court such disclosures required by Bankruptcy Rule 2014.

16. In addition to compensation for professional services rendered by the AlixPartners Personnel, AlixPartners will seek reimbursement for reasonable and necessary expenses incurred in connection with these Chapter 11 Cases, including transportation costs, lodging, and meals.

17. AlixPartners intends to apply for compensation for professional services rendered and reimbursement of expenses incurred in connection with these Chapter 11 Cases, subject to the Court’s approval, and in compliance with General Order M-412 (*Order Establishing Procedures for Monthly Compensation and Reimbursement of Expenses of Professionals*, dated December 21, 2010 (Gonzalez, C.J.)), Administrative Order M-447 (*Amended Guidelines for Fees and*

Disbursements for Professionals in Southern District of New York Bankruptcy Cases, dated January 29, 2013 (Morris, C.J.), and the *U.S. Trustee Guidelines for Reviewing Applications for Compensation and Reimbursement of Expenses Filed Under 11 U.S.C. § 330* (Appendix A to 28 C.F.R. § 58) (collectively, the “**Fee Guidelines**”), the applicable provisions of the Bankruptcy Code, the Bankruptcy Rules, the Local Rules, any order entered by this Court granting the *Motion of the Debtors for Entry of an Order Establishing Procedures for Interim Compensation and Reimbursement of Expenses for Retained Professionals* [Docket No. 201], and any other applicable orders of the Court, both in connection with this Application and the interim and final fee applications to be filed by AlixPartners in these Chapter 11 Cases.

18. AlixPartners will maintain records in support of any fees (in 1/10th of an hour increments), costs, and expenses incurred in connection with services rendered in these Chapter 11 Cases. Records will be arranged by category and nature of the services rendered and will include reasonably detailed descriptions of those services provided on behalf of the Committee. AlixPartners’ applications for compensation of fees and reimbursement of expenses will be paid by the Debtors pursuant to the terms of the Engagement Letter and any procedures established by the Court, pursuant to an interim compensation order or otherwise.

19. AlixPartners does not seek a success fee in connection with these Chapter 11 Cases.

20. AlixPartners is not owed any amounts with respect to prepetition fees and expenses in connection with these Chapter 11 Cases.

21. Neither Willkie, the members of the Committee, nor any of their agents are or shall be responsible for the payment of AlixPartners’ fees and costs arising out of the engagement described and referenced herein, regardless of whether or not AlixPartners is paid in full from the Debtors’ estates.

22. The Fee and Expense Structure is consistent with and typical of compensation arrangements entered into by AlixPartners and other comparable firms that render similar services. AlixPartners believes that the Fee and Expense Structure is reasonable, market-based, and designed to compensate AlixPartners fairly for its work and to cover fixed and routine overhead expenses.

Indemnification Provisions

23. The Engagement Letter contains standard indemnification language with respect to AlixPartners' services including, without limitation, an agreement by the Committee to cause the Debtors to indemnify AlixPartners and its affiliates, partners, directors, officers, employees and agents (each, an "**AlixPartners Party**" and collectively, the "**AlixPartners Parties**") from and against all claims, liabilities, losses, expenses and damages arising out of or in connection with the engagement of AlixPartners that is the subject of the Engagement Letter, except to the extent caused by gross negligence, willful misconduct, or fraud of any AlixPartners Party.

24. AlixPartners believes that the indemnification provisions contained in the Engagement Letter, as may be amended in the Proposed Order, are customary and reasonable for AlixPartners and comparable firms providing financial advisory services, and as would be modified pursuant to the foregoing limitations, reflect the qualifications and limitations on indemnification provisions that are customary in this district and others.

25. Moreover, the the terms and conditions of the indemnification provisions were negotiated by AlixPartners at arm's length and in good faith. The provisions contained in the Engagement Letter, viewed in conjunction with the other terms of AlixPartners' proposed retention, are reasonable and in the best interest of the Debtors, their estates, and all parties in interest.

AlixPartners' Disinterestedness

26. In connection with its proposed retention by the Committee in these Chapter 11 Cases, AlixPartners undertook a complex process, the details of which are set forth in **Schedule 2**, to determine whether it had any conflicts or other relationships that might cause it not to be disinterested or to hold or represent an interest adverse to the Debtors' estates. Specifically, AlixPartners obtained from the Debtors a potential parties in interest list in these Chapter 11 Cases (each party a "**Party in Interest**", and collectively the "**Parties in Interest List**"). The Parties in Interest List is attached hereto as **Schedule 1**. A search was performed for connections to each Party in Interest as to AlixPartners Holdings, LLP, AlixPartners' parent company ("**Holdings**"), and each of Holdings' U.S. and non-U.S. subsidiaries ("**Holdings Enterprise**," and, collectively, "**AP**"). Results for connections to the Parties in Interest List are disclosed on **Schedule 2**.

27. Based on that review, AlixPartners represents that, to the best of its knowledge, AlixPartners knows of no fact or situation that would represent a conflict of interest, cause it not to be disinterested or hold or represent an interest adverse to the Debtors' estates.

28. AlixPartners and its affiliates are advisors and crisis managers providing services and advice in many areas, including restructuring and distressed debt. As part of its diverse practice, AlixPartners appears in numerous cases, proceedings, and transactions involving many different law firms, accountants, investment bankers, and financial consultants, some of whom may represent claimants and parties in interest in these Chapter 11 Cases. Further, AlixPartners has in the past, and may in the future, be represented by various attorneys and law firms, some of whom may be involved in these Chapter 11 Cases. In addition, AlixPartners has been in the past, and likely will be in the future, engaged in matters unrelated to the Debtors or these Chapter 11 Cases in which it works with or in opposition to other professionals involved in these Chapter 11 Cases. Moreover, AlixPartners might have referred work to other professionals retained in these

Chapter 11 Cases. Likewise, professionals retained in these Chapter 11 Cases might have referred work to AlixPartners. To the best of my knowledge, information and belief, insofar as I have been able to ascertain after reasonable inquiry, none of these business relationships constitute interests adverse to the Debtors' estates.

29. From time to time, AlixPartners has provided services, and likely will continue to provide services, to certain creditors of the Debtors and various other parties adverse to the Debtors in matters wholly unrelated to these Chapter 11 Cases. As described herein, however, AlixPartners has undertaken a detailed search to determine, and to disclose, whether it is providing or has provided services to any significant creditor, equity security holder, insider or other party in interest in such unrelated matters.

30. To the best of my knowledge, information and belief, insofar as I have been able to ascertain after reasonable inquiry, none of the AlixPartners Personnel (a) have any connection with the United States Trustee for the Southern District of New York (the "U.S. Trustee"), or any employee in the Office of the U.S. Trustee; or (b) are related or connected to any United States Bankruptcy Judge for the Southern District of New York, except as otherwise set forth on **Schedule 2**.

31. To the best of my knowledge, neither the AlixPartners Personnel nor AP is a direct holder of any of the Debtors' securities. It is possible that certain of AlixPartners' employees, managing directors, board members, equity holders, or an affiliate of any of the foregoing, may own interests in the Debtors, mutual funds or other investment vehicles (including various types of private funds) that own the Debtors' or other parties in interest's debt or equity securities or other financial instruments, including bank loans and other obligations. Typically, the holders of indirect interests have no control over investment decisions related to such investment funds or financial instruments. Per the procedures set forth in **Schedule 1**, AlixPartners makes certain

inquiries regarding direct interests and, to the extent required, will file a supplemental declaration reflecting additional details. AlixPartners' policy prohibits its employees from personally trading in the Debtors' securities.

32. To the best of my knowledge, information, and belief, insofar as I have been able to ascertain after reasonable inquiry, AlixPartners has not been retained to assist any entity or person other than the Committee on matters relating to, or in direct connection with, these Chapter 11 Cases. AlixPartners will continue to provide professional services to entities that may be creditors or equity security holders of the Debtors or other parties in interest in these Chapter 11 Cases, provided that such services do not relate to, or have any direct connection with, these Chapter 11 Cases.

33. Certain of AlixPartners' employees, managing directors, board members, equity holders, or an affiliate of any of the foregoing may have financial accounts or insurance relationships with a potential party in interest.

34. Despite the efforts described above to identify and disclose the connections that AP and its affiliates have with parties in interest in these Chapter 11 Cases, because the Debtors form a large enterprise with numerous creditors and other relationships, AlixPartners is unable to state with certainty that every client relationship or other connection has been identified and disclosed.

35. In accordance with section 504 of the Bankruptcy Code and Bankruptcy Rule 2016, neither I nor AlixPartners has entered into any agreements, express or implied, with any other party in interest, including the Debtors, any creditor, or any attorney for such party in interest in these Chapter 11 Cases, (a) for the purpose of sharing or fixing fees or other compensation to be paid to any such party in interest or its attorneys for services rendered in connection therewith, (b) for payment of such compensation from the assets of the estates in excess of the compensation allowed by the Court pursuant to the applicable provisions of the Bankruptcy Code, or (c) for payment of

compensation in connection with these Chapter 11 Cases other than in accordance with the applicable provisions of the Bankruptcy Code.

36. Accordingly, except as otherwise set forth herein, insofar as I have been able to determine, neither I, AlixPartners, nor any of the AlixPartners Personnel holds or represents any interest adverse to the Debtors or their estates, and AlixPartners is a “disinterested person” as that term is defined in section 101(14) of the Bankruptcy Code, as modified by section 1107(b) of the Bankruptcy Code, in that AlixPartners the AlixPartners Personnel:

- (a) are not creditors, equity security holders, or insiders of the Debtors;
- (b) were not, within two years before the Petition Date, a director, officer or employee of the Debtors; and
- (c) do not have an interest materially adverse to the interest of the Debtors’ estate or any class of creditors or equity security holders, by reason of any direct or indirect relationship to, connection with, or interest in, the Debtors, or for any other reason.

37. If AlixPartners discovers additional information that requires disclosure, AlixPartners will promptly file a supplemental disclosure with the Court as required by Bankruptcy Rule 2014. AlixPartners reserves the right to supplement this Declaration in the event that AlixPartners discovers any facts bearing on matters described in this Declaration regarding AlixPartners’ employment by the Committee.

Pursuant to 28 U.S.C. § 1746, I declare under penalty of perjury that the foregoing is true and correct to the best of my knowledge and belief.

Date: October 23, 2025

/s/ David MacGreevey
David MacGreevey
Partner & Managing Director

SCHEDULE 1

Potential Parties in Interest

Bankruptcy Judges

Azzaro, Christine
Ebanks, Liza
Guyer, Kalvin
Johannsen, Sean
Lane, Sean H.
Ptucha, Tessa

Bankruptcy Professionals - Retained

Davis Polk & Wardwell LLP
Debevoise & Plimpton
Epiq Corporate Restructuring, LLC
Ernst & Young LLP
FTI Consulting Inc.
Morris, Nichols, Arsht & Tunnell LLP
PJT Partners LP

Banks / Lender / UCC Lien Parties /

Administrative Agents

Alliancebernstein Holding LP
Allianz SE
Allstate Investments LLC
American Express
Apple Bank For Savings
AQR Arbitrage LLC fka CNH Partners, LLC
Arch Insurance
BAC - Honduras
Banamex
Banco De America Central
Barings LLC
Blackrock
BNP Paribas, New York Branch
Brighthouse Funds Trust II
Citibanamex
Citibank, N.A.
Credit Agricole Corporate And Investment
Bank
Credit Industriel Et Commercial, New York
Branch
De Shaw & Co LP
Dekabank Deutsche Girozentrale
Deutsche Bank
Discover Global Network
Ficohsa
FMR LLC
Franklin Resources
III Capital Management (Triple-Eye)
Itau Bank
JPMorgan Asset Management
JPMorgan Chase & Co
Laguna Bay Capital Pty Ltd

Landesbank Baden-Wuerttemberg
Lazard Ltd
M&G plc
Manulife Financial Corporation
Mapfre-La Centro Americana
Millennium Management LLC
PIMCO Luxembourg SA
Royal Bank Of Canada
Scotiabank - Lima
Scotiabank Bank
Shaolin Capital Management LLC
Sig Holding LLC (Susquehanna International
Group)
Sogebank
State Street Corporation
Sweaden Compania De Seguros S.A.
Treasury Partners
UBS AG
United States Treasury
Victory Capital Management Inc
Wells Fargo
Wilmington Trust Company
Wilmington Trust, National Association
Zurich American Insurance Company

Bondholders

Arena Capital Advisors, LLC
Ares Management LLC
Capital Ventures International
Citadel Multi-Asset Master Fund Ltd.
Computershare Trust Company, N.A.
Cyrus Capital Partners, L.P.
D. E. Shaw Valence Portfolios, L.L.C.
Empyrean
III Capital Management
K2 & Associates Investment Management Inc.
Kore Advisors LP
Pacific Investment Management Company
LLC
Susquehanna Advisors Group, Inc.
UBS Asset Management (Americas) LLC
UBS Asset Management Switzerland AG
Whitebox Advisors LLC
Wilmington Trust National Association

Contract Counterparties

1050-1100 Doughty Road LLC
3701-3749 N 25Th Owner LP C/O Areg
Westmount Venture LP
Aan
ABM Aviation

Accertify, Inc.
Access Information Management Corporation
Actionable Science Inc
Acts-Aviation Security, Inc.
Adara Media, Inc.
Aercap Ireland Limited
Aeris Holding Cr S.A.
Aero Industries Incorporated
Aero Mag 2000 Bos LLC
Aerocali S.A
Aerodespachos De El Salvador, S.A.
Aerojet De Costa Rica SA
Aeronáutica Civil
Aeronautical Radio, Inc.
Aeropuerto De Cancun, S.A De C.V.
Aeropuerto De Puerto Vallarta
Aeropuerto De San Jose Del Cabo
Aeropuerto Internacional Del Cibao
Aeropuertos De Oriente
Aeropuertos Dominicanos Siglo Xxi
(Aerodom)
Aeroservicios De Honduras, S.A
Aerostar Airport Holdings, LLC -
President/Ceo
Aerostrat Corp.
Aersale, Inc.
Aetna Dental Inc.
Afg Avenger Flight Group
Agi Ground, Inc.
Agn Aviation Services S.A. De C.V.
Ago Security C.R. SA
Agunsa Colombia
Aig Travel, Inc.
Air BP Limited
Air Canada
Air Cost Control US, LLC
Air Lease Corporation
Air Services
Airborne Capital Group
Airbus S.A.S
Aircastle Advisor LLC
Airco Aviation Services, LLC, Including Its
Affiliates
Aircraft Service International, Inc. D/B/A
Menzies Aviation
Airline Support Services Of El Salvador, S.A.
De C.V
Airline Tariff Publishing Company
("ATPCO")
Airline Tech Reps DbA Sts. Line Maintenance
Airlines Clearing House, Inc.

Airplan
Airport Terminal Services, Inc
Airsite S.A.S
Airtran Airways, Inc.,
Akron - Canton Airport
Alaska Airlines
Alave Soluciones Aéreas S.A. De C.V.
Allegiant Air, LLC,
Alliance Ground International Fka Airport
Terminal Services, Inc.
Allied Aviation Fueling Company Of San
Antonio Inc
Amadeus Global Travel Distribution S.A.
("Amadeus")
Amadeus It Group, S.A
Amadeus Marketing S.A.
American Airlines, Inc.
American Express Travel Related Services,
Inc.
Amsafe, Inc.
APS Aviation Inc.
Arag Insurance Company And/Or Arag
Services, LLC
Arinc Incorporated A Part Of Collins
Aerospace
Aropuerto Internacional Reina Beatix
Associated Energy Group, LLC
Association Of Flight Attendants-CWA, AFL-
CIO
AT&T Ilec Service-Providing Affiliate
Atkinson And Mullen Travel II, LLC dba
Apple Vacations
Atlantic Aviation Fbo, Inc.
Austin Fbo, LLC
Aveespress, S.A. De C.V.
Avenger Flight Group, LLC
Avflight Akron Canton Corporation
Avflight Milwaukee Corporation
Avflight Rochester Corporation
Avfuel Corporation
Aviam Limited
Aviation Capital Group LLC
Aviation Mobility
Aviation Security Group, S.A.C
Aviation Service Partners, Inc.
Avionics Solution
Avis Budget Car Rental, LLC
Avolon
Bagcentral, LLC
Baggage Airline Guest Services, Inc.
Bank Of America, N.A.

Bennett Aviation, Gmbh
Birmingham Airport Authority
Boeing Digital Solutions, Inc. D/B/A Jeppesen
Botany Weaving Mill
Breeze Air Charters
Brightline Trains Florida LLC
British Airways Plc, Inc.
Broward County C/O Broward County
Aviation Department
Broward County, State Of Florida, By And
Through Its Board Of County Commissioners
Burbank–Glendale–Pasadena Airport
Authority
Call Center, Inc.
Capital Jet Center
Capital Region Airport Commission
Carlyle Aviation Partners Ltd.
Carrum Health, Inc.
Causey Aviation Services
Cavu Ecommerce (Amer) LLC
CeLLCo Partnership D/B/A Verizon Wireless
Central West Virginia Regional Airport DbA
Capital Jet Center
Centurylink Communications, LLC D/B/A
Lumen Technologies Group
Certified Aviation Services, LLC
Charles Tombras Advertising, Inc. D/B/A
Tombras, A Tennessee Corporation
Charleston County Aviation Authority
Charter Once Inc.
Chevron Products Company, A Division Of
Chevron U.S.A. Inc.
Citgo Petroleum Corporation
City Of Albuquerque
City Of Atlanta, Department Of Aviation
City Of Austin - Austin-Bergstrom
International Airport
City Of Boise Airport Administration
City Of Charlotte Department Of Aviation
City Of Chicago Department Of Aviation
City Of Houston - Houston Airport System
City Of Kansas City
City Of Los Angeles - Los Angeles World
Airports
City Of Pensacola
City Of Phoenix Department Of Aviation
City Of Pittsburgh
City Of Salt Lake
City Of San Antonio - Director Of Aviation
City Of San Jose - Director Of Aviation
City Of St. Louis - Department Of Aviation
Airport Director/Ceo
Clark County Department Of Aviation
Clarus Commerce LLC
Cleveland Airport System
Clicktripz
Cogent Communications, Inc.
Colibri-HaIII, S.A.
Columbus Regional Airport Authority
Comant Industries Inc., DbA Cobham
Aerospace Communications
Comision Ejecutiva Potuaria Autonoma Cepa
Command Security Corporation A Prosegur
Company
Compass Group USA, Inc.
Connected Solutions Group, LLC (“CSG”)
Connecticut Airport Authority
Contactmonkey
Contax360, Inc.
Continental American Insurance Company
Contract Aircraft Maintainance
Coopesa R. L
County Of Sacramento - Department Of
Airports
Cover Genius Latin America S.A
Creditshop LLC
Crw Services
Cushman & Wakefield U.S., Inc.
Dae (Ireland) Limited
Dal Global Services, LLC DbA Unifi
Dallas Ft. Worth International Airport
Dania Live 1748 II, LLC
Davies Skycap Services, Inc
Decatur Business Center LLC
Delta Air Lines, Inc.
Direccion General De Aeronautica Civil.
Dgac.
Direct Airline Services
Directpath
DocuSign, Inc.
Eagle Aviation Services LLC
Ecube Solutions LLC
Elp Aviation, Inc.
Emo Advisors, Inc.
Empresa Administradora De Aeropuertos
Nacionales E Internacionales
Empresa Hondureña De Infraestructura Y
Servicios Aeroportuarios S.A. (Ehisa)
Empresas Aic, S.A.
Engine Lease Finance Corporation
Eos Aviation 10745 LLC

Equilon Enterprises LLC
Erc-Cei Limited
Ernc Aviation, LLC
Eulen America
Everbridge, Inc.
Everise, Inc.
Expedia, Inc., A Washington Corporation For
Itself And On Behalf Of Travelscape, LLC,
And Vacationspot, S.L.
Express Scripts, Inc.
F&E Aircraft Maintenance (Miami) LLC
Federal Express Corporation
Fedex Corporation
First Kontakt Bpo Doing Business As
Advantage Communications
Fjet LLC
Flight Tech Worldwide Corp
Flightcheck Commercial Aviation Services
Flightdeck Solutions S D R.L
Fortune Group Transport, Inc
Foxtrot Aviation Services LLC
Fpap Solutions Gmbh
Frontier Airlines, Inc.
Fsm Group, LLC
Ft. Lauderdale Fuel Facilities LLC,
Ftair, LLC.
Fuelplus
Fuelplus Software Scs
Fuyo General Lease Co. Ltd.
G.A.T. Airline Ground Support, Inc.
G2 Secure Staff Fka S.A.S. Services Group,
Inc. (S.A.S.)
Galileo International, L.L.C.
Galileo Nederland Bv
Gallup, Inc.
Gat Airline Ground Support
Gcg Fka Jamaica Disptach Services Limited
Gcg Ground Services
Gema Tours S.A.
General Air Services
General Aviation, LLC. D/B/A Atlantic
Aviation
Girag Panama S.A.
Global Crossing Airlines, Inc.
Global Engine Stands Inc
Goodrich Corporation, A Collins Aerospace
Company
Google LLC
Greater Orlando Aviation Authority
Green Irony, LLC
Ground Motive Dependable (Gmd)
Haeco Airframe Services, LLC
Haeco Cabin Solutions, LLC
Hamaserco
Hillsborough County Aviation Auth
Hireright, LLC
Home Serv Delivery, LLC
Honeywell International Inc., Acting Through
Aerospace Electronic Systems (Aes)
Hookers Point Fuel Facilities LLC,
Hopper (USA), Inc.
Horizon Air Industries, Inc. Doing Business
As Washington Corporation
Horry County Department Of Airports
Hotel Connections, Inc.
Huntleigh USA Corporation
Husky Marketing And Supply Company
Icims, Inc.
Id90T, Inc.
Indeed, Inc
Indianapolis Airport Authority
Integrated Deicing Services, LLC
International Aero Engines, LLC
International Air Transport Association
International Business Machines Corporation
International Security Defense Systems, LLC
(Isds)
Internet Travel Services, LLC
Jamaica Dispatch Services Fka Gcg
Jc International S.A.
Jet Aircraft Maintenance, Inc.
Jet Cabo
Jet Dental
Jet International
Jetblue Airways Corporation
Jetrigh Aviation Maintenance
Jetstream Ground Services, Inc.
Jett Pro Une Maintenance
Jsa International U.S. Holdings LLC
Juliana Airport Handlers N.V.
Keenan Technical Industries, Inc. Aka Kti
Aircraft Maintenance
Kellstrom Commercial Aerospace, Inc.
Kenyon International Emergency Services,
Inc.
Kforce Inc.
Kldiscovery Ontrack, LLC D/B/A Kldiscovery
Konica Minolta Business Solutions U.S.A.,
Inc., D/B/A Konica Minolta Premier Finance
Lane Aviation Corporation And Lane Air
Services Company
Latrobe Airline Services

Lee County Port Authority - Executive
Director
Levarti Limited
Level 3 Communications, LLC
Lima Airport Partners S.R.L.
Linkedin Corporation
Longport Airport Services Sas
Longport Colombia Ltda.
Longport Ecuador Cia Ltda.
Longport Haiti SA
Louisville Regional Airport Authority -
Executive Director
Lsg Sky Chefs North America Solutions, Inc.
N/K/A Retail Inmotion North America, Inc.
Lufthansa Systems AG
Lufthansa Technik Aktiengesellschaft
Ma Software Systems, LLC.
Macquarie Aviation North America 2 Inc.
D/B/A Atlantic Aviation
Mainsail Property Management, LLC
Manchester-Boston Regional Airport
Mantomain Cia. Ltda
Marathon Petroleum Company LP
Marglobai S.A., City Ticket Office (“Cto”)
Maryland Department Of Transportation,
Maryland Aviation Administration
Masergy Communications, Inc.
Massachusetts Port Authority
Mastercard International Incorporated
Maximus Global Services (Mgs)
Mbj Airport Limited
Mcp Cargo LLC
Memphis-Shelby County Airport Authority
Menzies Aviation Santo Domingo Ltd
Menzies Aviation, St.Maarten B.V.
Messier-Goodrich S.A.
Metlife Pet Insurance Solutions LLC
Metron Aviation
Metropolitan Airports Commission
Metropolitan Nashville Airport Authority
Miami-Dade County - Miami Dade
Department Of Aviation
Michelin North America, Inc C/O Michelin
Aircraft Tire Company
Microsoft Corporation
Milwaukee County, Mitchell International
Airport
Monroe County Airport Authority- Roc
Airport Director
Mro Commercial, S.A.
Mtu Aero Engines North America
Mtu Maintenance Canada Ltd
Mtu Maintenance Hannover Gmbh
Mtu Maintenance Zhuhai Co. Ltd
Mulesoft, LLC
Myrtle Beach International Airport, Horry
County
Navitaire
New Orleans Aviation Board
New Tech Aircraft Services, Inc.
Nexgen Aero, LLC
Nola Aviation
Norfolk Airport Authority
Novus Services, Inc.
Nycos America LLC
Oinac
Oliver Wyman, LLC
Opain
Optavise, LLC
Oracle America, Inc.
Orix Aviation Systems Limited
Orlando Fuel Facilities LLC
Pac Kingston Airport Limited
Pacific Aircraft Maintenance E
Palm Beach County - Department Of Airports
Palmerola International Airport, S.A De C.V
Payouts Network Inc.
Pbf Holding Company LLC
Perimeter International DbA Perimeter Global
Logistics (“PGL”)
Philadelphia Department Of Aviation
Plusgrade L.P./Plusgrade S.E.C.
Points International Ltd.
Points.Com Inc.
Port Authority Of New York And New Jersey
- Department Of Aviation
Port Of Oakland - Portland International
Airport
Port Of Portland
Port Of Seattle, Aviation Division - Managing
Director
Preferred Composite Services, Inc.
Priceline Partner Solutions (Canada)
Corporation (Formerly Known As Priceline
Partner Network Corp.)
Prime Flight Aviation Services, Inc.
Princess Juliana International Airport Holding
Company N.V.
Professional Airline Flight Control
Association
Promerica Financial Corporation

Prosegur Services Group Fka Aviation
Safeguards
Prospect International Airport Services
Prospect Of Tampa, Ltd.
Psbp Industrial, L.L.C.
Puerto Rico Ports Authority - Deputy
Executive Director
Puma Energy (Aviation) S.A.
Quiq, Inc.
Raleigh-Durham Airport Authority
Realterm Transportation, LLC
Rehab Corporation DbA Id Watchdog
Reno-Tahoe Airport Authority - President/Ceo
Republic Airways Holdings Inc.
Right Management
Ro & La Private Security Services, S. A De C.
V.
Rohr, Inc. A Part Of Collins Aerospace
Rokt Pte. Ltd. (Rokt)
Sabre Glbl, Inc., F/K/A Sabre Inc.
Sabre Inc.
Safran Aerospace Services Americas
Safran Cabin Catering, Inc
Safran Landing Systems Services Americas Sa
De Cv
Salesforce, Inc.
San Diego County Regional Airport Authority
- President/Ceo
Santur Travel
Sap America, Inc.
Sas Service Group Inc.
Satair USA, Inc.
Schneller LLC
Schwab Retirement Plan Services, Inc.
Scis Air Security Corporation
Securipro Ltd.
Securitas Transport Aviation Mexico Sa De
Cv
Sedgwick Claims Management Services, Inc.
Servair
Servicenow, Inc
Servicios Aereos Guatemaltecos, S.A.
Servicios Aeroportuarios Integrados (Sai)
Servisair Fuel Services, LLC
Serviseg, Sa By C.V.
Sheltair-Jacksonville
Sierra Aviation Group
Signature Aviation
Signature Flight Support LLC, D/B/A
Signature Technicair
Sim-Industries B.V.

Sirius Aviation Capital
Sjh Sheffield Aerospace, LLC,
Skillsoft (Us) LLC
Sky Aero Management Limited
Sky Aerospace Engineering, Inc.
Sky High 136 Leasing Company Limited
Skyfuel Aviation Services Of Fort Lauderdale,
LLC
Skyfuel Aviation Services Of Orlando, LLC
Skyfuel Aviation Services, DFW LLC
Skymetrix Gmbh
Skypath US Inc.
Skysquad Inc.
SMBC Aviation Capital Limited
Sojem, Inc.
Sojern, Inc.
Sol Aviation Services Limited
Solvo Solutions, LLC
South Jersey Transportation Authority
Spark Hire
Spirit Aerosystems, Inc
Sprinklr Inc.,
St Engineering Aerospace Resources Pte. Ltd
St John Properties Inc
Stratos Aviation Limited
Student Travel America
Sunbeam Properties Inc.C/O Sunbeam
Development Corporation
Sunline Technical Maintenance N.V DbA
S.T.M
Superior Aircraft Services
Superior Uniform Group, Inc., Through Its
Division Hpi Direct N/K/A Superior Group Of
Companies, Inc., Through Its Division HPI
("HPI")
Swissport Aviation Services De Mexico S.A.
De C.V.
Swissport Fueling, Inc.
Swissport Gbh Peru S.A.
Swissport SA Fuel Services, LLC
Swissport SA USA LLC
Swissport USA, LLC
Synthesia Limited
Ta Connections De, LLC, D/B/A Ta
Connections, F/K/A Hotel Connections, Inc.
Talent Hunters
Talento, Inc.
Talleres Aeronauticos Del Caribe (TAC)
Talma Ecuador Servicios Aeroportuarios S.A
Talma Servicios Aeroportuarios S.A
Talx Corporation

Tech Finance Co.
Tecnologias Unidas
Terminal Aeroportuaria De Guayaquil S.A.
Tagsa
Terpel A Tu Servicio
Thales Avionics, Inc.
The Air Line Pilots Association, International
The Cleveland Clinic
The Coca-Cola Company, Acting By And
Through Coca-Cola North America
The County Of Orange
The Galileo Company
The International Association Of Machinists
And Aerospace Workers
The Port Authority Of New York And New
Jersey
The Snapbar LLC
The Ultimate Software Group, Inc.
The Weather Company Aviation, LLC
Thompson Hospitality, LLC
Tilc, S.A De C.V
Timco Line Care, LLC
Top Flight Aviation Services
Total Airport Services, Inc.
Total Specialties USA, Inc.
Totalenergies Aviation
Transport Workers Union Of America
Travel Guard Group, Inc.
Travelport Global Distribution System B.V.,
(Formerly Known As Galileo Nederland B.V.)
Travelport International Operations Limited
Travelport Operations, Inc.
Trax USA Corp
Trego/Dugan Aviation Of Grand Island, Inc.
Triple-S Salud
Tristar Global Services
Turismo Polaris
U.S. Bank National Association
Ukg Inc. (Formerly Known As The Ultimate
Software Group, Inc.)
Ultipro Managed Services, LLC. D/B/A Ums
("UMS")
Unifi Aviation, LLC (Formerly Known As Dal
Global Services)
United Airlines Holdings, Inc.
United Behavioral Health ("Optum")
United Ground Express
United Healthcare Services, Inc.
Universal Air Trave) Plan, Inc. ("UATP")
Universal City Travel Partners ("Ag Partner"),
Unum Life Insurance Company Of America

Uplift, Inc.
Usairports Flight Support
Usi Advisors, Inc.
Vee Neal Aviation
Verizon Business Network Services Inc.
(D/B/A Verizon Business Services)
Verizon Wireless
Virgin Islands Port Authority
Visa U.S.A. Inc.
Vision Service Plan Insurance Company
Vmo Aircraft Leasing Warehouse Financings
Volo Management Plattsburgh LLC
Wackenhut De Guatemala S.A.
Wayne County Aviation Authority
Web Benefits Design Corporation
Western Aircraft Inc.
Westmoreland County Airport Authority
Willis Towers Watson US LLC
World Fuel International Srl
World Fuel Services. Inc.
Worldwide Flight Services, Inc.
Xtreme Aviation LLC.
Zipcar, Inc.

Current Officers and Directors

Andrea Fischer Newman
David Davis
David N. Siegel
Eugene I. Davis
Fred Cromer
John Bendoraitis
Linde Grindle
Radha Tilton
Rana Ghosh
Robert A. Milton
Rocky B. Wiggins
Thomas C. Canfield
Timothy Bernlohr

Debtors

Spirit Aviation Holdings, Inc.
Spirit Airlines, LLC
Spirit Finance Cayman 1 Ltd.
Spirit Finance Cayman 2 Ltd.
Spirit IP Cayman Ltd.
Spirit Loyalty Cayman Ltd.

Former Director and Officer

Alviene, Dana Shapir
Barclay G. Jones III
Christie III, Ted

Dunkerley, Mark B.
Gardner, H. McIntyre
Haralson, Scott M.
Johnson, Robert D.
Richards, Christine P.
Soto, Myrna M.
Wallman, Richard F.
Zier, Dawn M.

Insurance

Ace American Insurance Company
Ace Fire Underwriters Insurance Company
Agencia De Regulacion Y Control De Las
Telecomunicaciones (Arcotel)
AIG - American Home Assurance Co.
AIG - National Union Fire Insurance
Company
AIG - Worldsource
AIG Specialty Ins Co.
Allianz Global Risks Us Insurance Company
Allied World Insurance Company
Allied World Assurance Company Holdings,
Ltd
Ambridge Partners LLC
Applied Underwriters, Inc.
Arch Speciatly Insurance Co.
Argonaut Insurance Company
Ascot Specialty Insurance Company
Aspen Specialty Insurance Co.
Atlantic Specialty Insurance Company
AXA Corporate Solutions Assurance
AXA XL - Indian Harbor Insurance Company
AXA XL (Primary) - Nationwide
AXA XL (XL Specialty Insurance Company)
Axis Excess Insurance Policy Axis
Axis Insurance Company
Beazley Group
Berkley
Berkley Colombia Seguros
Berkley Insurance Company
Berkshire Hathaway
Bowhead (Homesite Assurance Company)
Brit (Lloyds Of London)
Charles F. Engel And Associates LLC.
Chubb
CNA (1x)
Comision Ejecutiva Portuaria Autonoma
Continental Casualty Company
Convex Insurance Uk Limited
Crum & Forster Specialty
El Aguila Compania De Seguros

E-Risk Services, LLC (wholly owned
subsidiary of Nationwide Mutual Insurance
Company)
Falcon Risk
Freedom Specialty Insurance
Global Aerospace
Great American Insurance
Grupo Mexicano De Seguros
Hartford
Hartford (Twin City Fire Insurance Co.) -
Primary
Hdi Global Insurance Company (Falcon)
Helvetia Liechtenstein
Hiscox
Indemnity Insurance Company Of North
America (Chubb)
Instituto Nacional De Seguros
Instituto Nicaraguense De Aeronautica Civil
Intact Insurance Specialty Solutions
Jmalucelli Travelers Seguros S.A.
Landmark American Insurance Co
Liberty Surplus Insurance Corporation
Lloyd's (Ambridge)
Lloyd's of London
Member Companies Of La Reunion Aerieenne
National Casualty Company (Excess) -
Nationwide
Nautilus Insurance Company (Berkley)
Old Republic Insurance Company
Partner Re Ireland Insurance Limited
QBE Insurance Corporation
Resilience (Homeland Insurance Co.)
Rli Insurance Company
Seguros America
Seguros Bolívar
Seguros Del Estado
Seguros Equinoccial
Seguros Mundial
Selective Insurance Company Of Se
Sirius International Insurance Corporation
SiriusPoint International Insurance Company
Sompo (Endurance Assurance Corp)
Southern Insurance Company
Starr Indemnity & Liability Company
Starr Indemnity and Liability Company
Starr Surplus Lines Insurance Company Per
Starr Aviation Agency, Inc.
Starstone Specialty Insurance Company
Sweaden Compañia De Seguros
The Hartford Premier Excess Policy

Underwriters At Lloyd'S Of London And
Other Licensed Companies Per Oneglobal
Broking, Ltd.
Westfield Insurance Company
Zurich American Insurance Company

Litigation

American Arbitration Association
Cox, Thomas
Denver International Airport
Federal Aviation Administration
Los Angeles World Airports
The Air Line Pilots Association
The Professional Airline Flight Control
Association
Transportation Security Administration

Official Committee of Unsecured Creditors

AGI Ground, Inc.
Association Of Flight Attendants-CWA, AFL-
CIO
Aviation Capital Group LLC
Lufthansa Technik Aktiengesellschaft
Perimeter International dba Perimeter Global
Logistics ("PGL")
SMBC Aviation Capital Ltd
Jasiel Moreno
Willkie Farr & Gallagher LLP

Ordinary Course Professionals

Abogados Sierra Y Vazquez, Sc
Alejandro Franco, P.A.
Casillas, Santiago & Torres, LLC
Chico & Nunes, P.C.
Clark Hill P.L.C.
Cohen Ziffer Frenchman & Mckenna Ll
Condon & Forsyth LLP
Cravath Swaine & Moore LLP
Daugherty, Fowler, Peregrin & Haught
Estudio Spingarn & Marks S.A.
Ford & Harrison LLP
Fox Rothschild
Franco Law Firm
Frank Weinberg & Black Pl
Greenberg Traurig Pa
Greenspoon Marder LLP
Haystack
Jones Day
Jose Lloreda Camacho & Co. S.A
Kirstein & Young PLLC

Littler Mendelson P.C.
McAfee & Taft
Miller & Chevalier Chartered
Morell Cartegená Dapena
Morris James LLP
Myers Fletcher & Gordon
Nason Yeager
Nassar Abogados
O'Melveny & Myers LLP
Paul, Weiss, Rifkind, Wharton
Philippi, Prietocarrizosa, Ferrero DU & Uría
Potter Anderson & Corroon LLP
Smith Gambrell & Russell LLP
Studio Legal Sonia Cabrera
Taft Stettinius & Hollister LLP
The Foont Law Firm, LLC
Victor Rane Group Inc
Walkers Global

Other Names used in the last 8 years

Spirit Airlines, Inc.

Other Significant Creditors

GATX Engine Leasing (RESV)
RRPF Engine Leasing (RESV) 618
RRPF Engine Leasing NO 2 (RESV)
RRPF Engine Leasing NO 2 (RESV 521)
RRPF Engine Leasing US NO. 2 LLC
Willis Lease Finance Corporation

Significant Competitors

Alaskan Airlines
Allegiant Air
American Airlines
Delta Air Lines
Frontier Airlines
Hawaiian Airlines
Skywest Airlines
Southwest Airlines Company
United Airlines, Inc.

Significant Equity Holders

AllianceBernstein L.P.
Blackrock Inc.
BNY Asset Management
D.E. Shaw & Co. LP
Dimensional Fund Advisors LP
Esopus Creek Advisors LLC
Esopus Creek Value Series Fund LP - Series
A
Geode Capital Management, LLC

Millennium Management
Northern Trust Global Investments
Rokos Global Macro Master Fund LP
Shaolin Capital Management
Squarepoint Ops LLC
State Street Global Advisors, Inc.
Vanguard Group Inc.
Western Asset Management Company, LLC

Surety & Letters of Credit-Beneficiaries

Ace American Insurance
Aero DFW III, L.P. (DFW - Ramp Lease)
Aero DFW III, LP (DFW - Warehouse Lease)
Aero Lauderdale (FLL - Warehouse Lease)
Aeronautica Civil - Colombia - Unidad
Administrativa De Aeronautica Civil
Aeropuerto De Cancun (Asur)/Corresponding
Fee
Afianzadora Aserta, S.A. De C.V.
Albuquerque International Sunport
Arch Insurance Company
Autoridad De Aviacion Civil (AAC)
Bank of Utah (Aircastle N620NK_MSN 5624)
Bank of Utah (Merx N626Nk_Msn5999)
Bank of Utah (Merx N633Nk_Msn6345)
Bank of Utah (Merx N635Nk_Msn6383)
Bank of Utah (N935Nk/Msn 10108)
Bank of Utah (St Engineering N627Nk_Msn
6082)
Bank of Utah (St Engineering N628Nk_Msn
6193)
Burbank-Glendale-Pasadena Airport Authority
Charleston County Aviation
City Of Los Angeles - Department Of Airports
City Of Pensacola - Pensacola International
Airport
City Of Phoenix
Connecticut Fuel Tax
County Of Milwaukee
Department Of Licensing Fuel Tax Unit WA
Dgac - Ministerio De Transportes
Direccion General De Aerocivil Honduras
(AHAC)
Direccion General De Aviacion - Ecuador
Florida Fuel or Pollutants Tax Surety Bond
Fukuoka Road Co. Ltd (Smbc N630Nk-Msn
6304)
Gemstone Delaware 4 LLC C/O Sirius
Aviation Capital Holdings
Hanover New York Liquor Authority
John Wayne Airport (SNA), Orange County

Kinder Morgan (And/Or) Calnev Pipeline
LLC
Maryland Fuel Tax
MBJ Airports Limited
Miami Dade Aviation Department
Miami Dade Aviation Department - Facilities
National Union/Chartis (Workers Comp 2013)
Navigator Aviation Delaware 3
(Dae_N605Nk-Msn 4548)
Navigator Aviation Delaware 3
(Dae_N617Nk-Msn 5387)
North Carolina Fuel Tax
Oakland Airport
Orix (Owner: Ikehara Kanou) N609Nk/Msn
4951
Raleigh-Durham International Airport
Reno-Tahoe Airport
Salt Lake City Corporation
San Antonio International Airport
San Jose International Airport
Sfv Aircraft Holdings US 2 LLC
(N636Nk_Msn6424)
Sfv Aircraft Holdings US 2 LLC
(N637Nk_Msn6436)
Sfvi Aircraft Holdings US 1 LLC
(N629Nk_Msn6300)
Sfvi Aircraft Holdings US 1 LLC
(N631Nk_Msn6327)
Sfvi Aircraft Holdings US 1 LLC
(N634Nk_Msn6370)
Sfvi Aircraft Holdings US 1 LLC
(N659Nk_Msn6770)
Sfvi Aircraft Holdings US 1 LLC
(N676Nk_Msn7734)
Sfvi Aircraft Holdings US 1 LLC
(N677Nk_Msn7690)
Sfvi Aircraft Holdings US 1 LLC
(N679Nk_Msn7825)
Sfvi Aircraft Holdings US 1 LLC
(N680Nk_Msn7870)
Sheltair Aviation Center, LLC
Smbc Aviation Capital Limited (Smbc
N625Nk_Msn 5954)
St. Louis Lambert Intl Airport (STL)
SUNAT (Customs and Tax Administration)
Tennessee Dept Of Revenue (Nashville)
The Port Authority Of New York & New
Jersey
The Puerto Rico Ports Authority
The State Of Austin, Texas
UMB Bank (Carlyle N535Nk_Msn 4403)

UMB Bank (Carlyle N536Nk_Msn 4422)
UMB Bank (Carlyle N616Nk_Msn 5370)
UMB Bank (Carlyle N618Nk_Msn 5458)
UMB Bank (Smbc N614Nk_Msn5132)
US Bank National Association
US Customs And Border Protection - Uscbp
Utah Department Of Alcoholic Beverage
Control
Valero Marketing And Supply Company
Wells Fargo (Avolon N620Nk_Msn 5624)
Wells Fargo (Stratos N619Nk_Msn 5517)
Wilmington Trust Company (Carlyle
N622Nk_Msn 5804)
Wilmington Trust Company (Carlyle
N623Nk_Msn 5861)
Wilmington Trust Company (Carlyle
N624Nk_Msn 5880)
Wilmington Trust Company (Smbc
N621Nk_Msn 5672)

Surety & Letters of Credit Issuers

Zurich Colombia Seguros S.A.

**Taxing Authority / Governmental /
Regulatory Agencies**

Aeris
Aero Lauderdale, LLC
Aerocali S.A.
Aeropuerto De Cancun S.A. De C.V
Aeropuerto De Puerto Vallarta, S.A.
Aeropuerto International Del Cibao
Aeropuerto Internl De Monterrey
Aeropuerto San Jose Del Cabo
Aeropuertos Dominicanos Siglo XXI SA
Aerostar Airports Holdings
Aerostar Airports Pfc
Aerotel-Jamaica
Air Navigation Services Aruba
Airport Revenue Fund
Alaska Department Of Revenue
Alcaldia De Managua
Alcaldia Mayor De Bogota
Alcaldia Mayor De Cartagena De Indi
Alcaldia Municipal De Comayagua
Alcaldia Municipal De Palmira
Alcaldia Municipal De San Luis
Alcaldia Municipal De San Salvador
Aldine Isd Tax Office
Allegheny / Pittsburgh Intl. Airp.
Allied Universal Security Services LLC
Ann Harris Bennett-Tax Assessor

Arizona Corporation Commission
Arizona Department Of Revenue
Arkansas Auditor of State
Aruba Airport Authority N.V
Atlanta Airlines Terminal Corp
Atlanta Dept Of Aviation (Pfc)
Autoridad Aeronautica Civil
Autorite Aeroportuaire Nationale
Avenger Flight Group LLC
Aviam
B & Co Legal
Banco De La Nacion / Sunat
Bancredito
Bernalillo County Treasurer
Birmingham Airport Authority Pfc
Boise Air Terminal
Boise Airport Pfc
Broward County Aviation Dept./USA Parking
Assoc.
Broward County Tax Collector
Broward Cty Aviation Dept
Broward Cty Aviation Pfc
Buncombe County Tax Collector
California Franchise Tax Board
California State Conrtollers Office
Capital Region Arprt Pfc
Central West Virginia Regional - Pf
Charleston County Aviation Authorit
Charlotte Douglas Int'L Airport
Chicago Department of Finance
City And County Of Denver
City Of Albuquerque Aviation Dept
City Of Atlanta Department Of Aviat
City Of Austin
City Of Austin Dept Of Aviation Pfc
City Of Boston
City Of Charlotte
City Of Chicago Dept. Of Aviation
City Of Chicago Pfc
City Of Doral
City Of Henderson
City Of Kansas City - Pfc
City Of Kansas City Aviation Depart
City Of Kenner
City Of Los Angeles
City Of Los Angeles Pfc
City Of Manchester, NH
City Of Manchester, NH Pfc
City Of Miramar
City Of Oakland
City Of Pensacola-Pfc

City Of Philadelphia	Earl K. Wood, Tax Collector
City Of Philadelphia - Pfc	Escambia County Tax Collector
City Of Phoenix Pfc	Eurocontrol
City Of Portland	Fideicomiso Opain SA
City Of Romulus	Fideicomisos Sociedad Fiduciaria De
City Of San Antonio, Texas Pfc	Fiduagraria Fedeicomiso Proturismo
City Of San Antonio Texas	Fiduciaria De Occidente Regulados
City Of San Jose	Fl Department Of Financial Services
City Of San Jose Pfc	FL Dept of Environmental Protection
City Of St. Louis - Pfc	Florida Department Of Revenue
City Of Tampa	Florida Department Of State
Clark County Dept Of Aviation	General Mitchell Intl
Clayton Cty Tax Commissioner	Georgia Department Of Revenue
Cleveland Airport System - Pfc	Government of Virgin Islands
Cleveland Terminal & Equipment Cons	Grapevine-Colleyville Tax Office
Cocesna - Coporacion Centroameric	Gtr Orlando Aviation Auth.- Pfc
Collector Of Customs - Jam	Gtr Orlando Aviation Authority
Collector Of Revenue-St. Louis Coun	Guilford County Tax Department
Colorado Department Of Revenue	Hennepin County Treasurer
Colorado Dept Of Agriculture	Hillsborough County Aviation Authority
Colorado State Treasury	Hillsborough County Pfc
Columbus City Treasury	Hillsborough County Tax Collector
Columbus Regional Airport	Horry County Treasurer
Columbus Regional Airport Pfc	Horwath Velez & Co., PSC
Comision Ejecutiva Portuaria Autono	Houston Airport System
Commissioner Of Taxation & Finance	Iah/George Bush Intercontinental -
Commissioner Of Taxation And Financ	Iata - Princess Juliana Int. Airp.
Commonwealth Of Massachusetts	Iata Empresa Hondurena De Infraestr
Commonwealth Of Virginia	Iata/Palmerola Internatnl Arprt,
Comptroller Of Maryland	Ice/Instituto Costarricense De Turi
Connecticut Airport Authority - Pfc	Idaho State Tax Commission
Cook Country Depart of Revenue	Illinois Department Of Revenue
Corpac, S.A	Illinois Secretary Of State
County Of Henrico, Virginia	Illinois State Treasurer
Dallas Fort Worth Intl - Pfc	Indiana Department Of Revenue
Dallas/Fort Worth Int. Airport	Indianapolis Airport Auth (Pfc)
DC Office of Finance & Treasury	Inguat/Instituto Guatemalteco De Tu
Delaware State Escheator	Instituto Dominicano De Aviacion Ci
Denver Port Authority - Pfc	Internal Revenue Service
Dept Of Lic & Consumer St Thomas	Internal Revenue Service (IRS)
Detroit Airlines North	Intur/Instituto Nicaraguense De Tur
Detroit Metropolitan - Pfc	Jamaica Civil Aviation Authority
Dian / Direccion De Impuestos Y	Jamaican Government Treasury
Direccion General De Aeronautica Ci	Jefferson County Sheriffs Office
Direccion General De Aviacion Civil	Jefferson Parish - Revenue & Tax
Direccion General De Ingresos	John B. Mckuskey Wv State Auditor
Direccion General De Tesoreria - Sa	John Wayne Airport County Of Orange
Direccion/Colector De Impuestos Int	John Wayne Airport-County Of Orange
Direction Generale Des Impots	Kansas State Treasurer
Division Of Alcoholic	Kentucky Departmnet Of Agriculture
Eaai/Empresa Administradora De Aer	Kentucky Department Of Revenue

King County International Airport
King County Treasury
Las Vegas Dept Of Aviation-Pfc
Lee County Port Auth Pfc
Lee County Port Authority
Lee County Tax Collector
Lima Airport Partners S.R.L
Los Angeles Cnty Tax Collector
Louis Armstrong New Orleans Intl Airport
Louisiana Dept Of Revenue
Louisville Regional Airport Authori
Maryland Aviation Admin - Pfc
Maryland Aviation Administration
Maryland Department Of Revenue
Maryland Dept Of Agriculture
Massachusetts Port Pfc
Mbj Airport Limited
MD Division Of Unemployment Insurance
Mecklenburg County Tax Collector
Memphis International Airport
Metro Airport Commission (Msp)
Metropolitan Arprt Comm Pfc
Metropolitan Nashville Airport
Metropolitan Trustee Real Property
Miami-Dade Aviation Dept. Pfc
Miami-Dade Tax Collector
Michigan Chamber Of Commerce
Michigan Dept. Of Treasury
Ministere De L'Interieur Et Des Col
Ministerio De Comercio
Ministerio De Turismo
Ministerio/Direccion Gnrl De Migrac
Minnesota Department Of Commerce
Minnesota Revenue
Missouri Depmt Of Revenue
Missouri Dept Of Revenue
Municipalidad De Alajuela
Municipalidad De San Pedro Sula
Municipio De Armenia
Municipio De Lebrija
Municipio De Rionegro
Municipio De Soledad
Myrtle Beach Int'L A/P (Pfc)
Myrtle Beach/Horry Dept Of Airport
Nassar Abogados Costa Rica, S.A.
Nats (Services) Limited
Nav Canada
NC Office of The State Treasurer
Nevada Department Of Taxation
Nevada Unclaimed Property
New Hampshire State Treasury
New Jersey Department Of Treasury
New Mexico Taxation & Revenue Dept
New Orleans Aviation - Pfc
New York City Tax
New York State Department
NM Taxation And Revenue Department
Norfolk Airport Authority Pfc
North Carolina Dept Of Revenue
NYC Department Of Finance
NYS Dept Of Taxation & Finance
NYS Office of State Comptroller
Office National De L'Aviation Civi
Office of State Comptroller NY
Ohio Department Of Commerce
Ohio Department Of Taxation
Oklahoma State Treasurer
Orange County Property Appraiser
Orange County Tax Collector
Oregon Department Of Revenue
Oregon Department Of State Lands
P.A. Aeropuerto Ernesto Cortissoz
Palm Beach International Airport
Pennsylvania Dept Of Revenue
Pfc Charleston County Aviation
Pfc City Of Albuquerque Aviation
Pfc Metropolitan Nashville Airport
Pfc Monroe County Airport Authority
Pfc Salt Lake City Dept Of Airports
Pfc-Burbank-Glendale-Pasadena Airp
Pfc-Charlotte Douglas Int'L Airport
Pfc-Sacramento Cty Dept Of Airports
Philadelphia Terminal & Equipment C
Pittsburgh International Aprt-Pfc
Platte County Collector
Port Authority (Pfc Only)
Port Authority (EWR Pfc Only)
Port Authority Of Ny & Nj
Port Of Oakland
Port Of Oakland-Pfc
Port Of Portland- Pfc
Port Of Seattle
Port Of Seattle - Pfc
Pr Ports Authority - Pfc (Bqn)
Pr Ports Authority Pse Pfc
Puerto Rico Ports Authority
Raleigh-Durham Airport Auth. Pfc
Reno-Tahoe Airport Authority
Reno-Tahoe Airport Authority (Pfc)
Rhode Island Dept Of The Gen Treasu
Sacramento County Airport System
Sacs / Sociedad Aeroportuaria

Salt Lake County Treasurer
San Diego Cnty Regional -Pfc
San Diego County Regional Arprt Aut
San Diego County Treasurer
Sar - Servicio De Administracion De
Scis Air Security Corp.
Secretario de Hacienda
Secretary Of The Treasury (PR)
Seneam/Servicio De Adm Tribut
Servicio De Rentas Internas
Sheila L. Palmer, Collector
Shelby County Trustee
South Carolina Dept Of Revenue
South Carolina State Treasurer
South Jersey Trans. - Pfc Only
South Jersey Transportation
St. Louis Lambert International Air
State Of Alabama Treasurer
State Of Connecticut
State Of Maryland Dept Of Tax
State Of Michigan
State Of Michigan - Liquor Control
State Of Michigan Dept Of Labor &
Economic Opportunit
State Of New Jersey
State Of New Jersey - Ppt
State Of South Carolina
State Of Utah
State Of Washington Dept Of Revenue
State Of Wyoming
Subdirección Zonal Del Litoral
Superintendencia De Administracion
Superintendencia De Puertos
Tagsa - Terminal Aeroportuar
Tarrant Cnty Tax Assessor - Col
Tax Collector, Multnomah County
Tbi Airport Management, Inc.
Tbitec
Tennessee Department Of Revenue
Tesoreria General De La Republica -
Texas Comptroller Of Public Acct.
The City Of Boston
The Louisiana Board Of Tax Appeals
Tourism Enhancement Fund
Town Of Windsor Locks Tax Collector
Transportation Security Admin
Travis County Tax Collector
Treas NYC
Treasurer, City Of Columbus
Treasurer, City Of Memphis
US Customs & Border Protection

US Customs And Border Protection
Usvi-Office Of Lieutenant Governor
Utah State Tax Commission
Vermont State Treasurer's Office
Virgin Island Fire Service
Virgin Islands Port Auth - Pfc
Virginia Department Of Taxation
Wake County Justice Center
Wake County Tax Administration
Washington State Dept of Labor & Industries
Wayne County Dept. Of Airports
West Virginia Dept Of Revenue
Westmoreland County Airport
Westmoreland County -Pfc
Wisconsin Department Of Revenue
Workers' Compensation Admin Trust F
World Fuel Services, Inc.
World Fuel/Spire Flight Solutions

Top 30 Creditors

Aerospace Turbine Srvc & Sol Llc
Agi Ground, Inc
Alameda County Tax Collector
Broward County Aviation Department
C3 Customer Contact Channels
Charles Tombras Advertising, Inc
Coforge, Inc.
County Of Santa Clara Department Of
G2 Secure Staff, LLC
Lufthansa Technik
Messier-Goodrich
Michelin Aircraft Tire Co., LLC
Microsoft Licensing, Gp
Mtu Maintenance Canada
Nai National Ltd
Navitaire, Inc
Nexgen Aero
Perimeter Logistics Inc
Prime Flight Aviation Services
Rohr, Inc. 1000282A
Sacramento County Dept Of Finance
Safran Landing Systems (SAS)
Salt Lake City Dept Of Airports
Star Aviation, Inc. 1010982A
Ta Connections De & II, LLC
Tesoro Nacional - Aerocivil Aeronau
Tresor Publique/Redevances
U.S. Bank
U.S. Department Of The Treasury
Usda, Aphis, Rot

U.S. Trustee Office

Abriano, Victor
Allen, Joseph W.
Black, Christine H.
Bruh, Mark
Cornell, Shara
Martin, Marylou
Moroney, Mary V.
Nadkarni, Joseph
Ogunleye, Alaba
O'Malley, James R.
Penpraze, Lisa M.
Riffkin, Linda A.
Rodriguez, Ilusion
Rudewicz, Daniel
Schmitt, Kathleen D.
Schwartz, Andrea B.
Schwartzberg, Paul K.
Sharp, Sylvester
Siegel, Rachael E.
Tiantian, Tara
Velez-Rivera, Andy
Vescovacci, Madeleine
Vlasova, Valentina
Wells, Annie
Zipes, Greg M.

Utilities

American Registry For Internet Numbers Ltd
Appriver LLC
Arinc
Asri Aviation Spectrum Resources Inc
AT&T
AT&T - Universal Biller
AT&T Mobility
ATL Communications
Atlantic City Electric
Bex Voice Data Communications
Boingo Wireless, Inc
Centurylink
Cirion Technologies Latin America,
City Of Houston, Utilities
City Of Philadelphia Airport System
Claro (PR)
ClearlyIP Inc
Cogent Communications
Comcast
Comed Commonwealth Edison Co
Connected Solutions Group, Llc
Crown Castle Fiber LLC
Crystal Springs

Directv
Dte Energy
Efax Corporate
Equinix Inc
Florida Power & Light Company
Gexa Energy, Lp
Granite Telecommunications
Level 3 Communications LLC
Loopup LLC
Lumen - Centurylink
Masergy Cloud Communications Inc
Masergy Communications
Metropolitan Telecommunications; Me
Nec Corporation Of America
Nettracer, Inc.
Network Innovations, LLC
Nicor Gas
Nitel, LLC
Nv Energy, Inc.
Orlando Utilities Commission
Republic Service of Florida LP
Royal Waste Services, Inc.
Sita Global
Smart City Wireless Solutions
Smartnet Limitless
South Jersey Gas
Southwest Gas Corporation
Teco-Tampa Electric Company
T-Mobile USA, Inc.
Verizon
Verizon Business
Waste Management Of Michigan
Waste Management Of Penn, Inc

Vendors

Aaset 2022-1 Limited
Accipiter Investments Aircraft 2 Li
Acro Aircraft Seating Ltd
Aeg Fuels Mexico S.A.P.I. De C.V.
Aercap Global Aviation Trust 902/4/
Aercap N901Nk (Formally Ilfc)
Aercap/Celtago Funding Ltd 903Nk
Aerodom
Aetna US Healthcare-Dental DMO
Air Lease Corporation (La)
Airbus North America Customer Servi
Airline Pilots Association
Akin Gump Strauss Hauer & Feld LLP
Alvarez & Marsal North America LLC
American Arbitration Association I
American Express TRS

Angeion Group LLC
Arinc - Manual Pcard Auth
Associated Energy Group
Automatic Data Processing
Aviation Services Management Fze
Avolon Aerospace (Ireland) Aoe 30
Awas Avia 606Nk Leasing
Bagcentral
Ballard & Ballard
Barclays Capital Inc.
Bdo USA, LLP
Berger Singerman LLP
Bf Aerospace 1010593A
Boston Consulting Group
Bp Products North America, Inc
Brasfield & Gorrie, LLC
Budget Rent A Car System, Inc
Cae Flight Services USA
Cbiz Mhm, LLC
Cfe And Associates
Charles Schwab Bank
Chevron Products Company
Chicas, Vilchez & Ruiz
Choate, Hall & Stewart LLP
Cit Group/Equipment
Citgo Petroleum Corp
Compass Lexecon
Consilio Inc dba Consilio LLC
Converge Technology Solutions Us, L
Crowe PR
CSC Corporation
Cwa/Afa
Dal Global Services, Inc.
Deloitte
Deloitte & Touche, S De R.L.
Deloitte Rd, S.A.
Doar Inc.
DTC the Depository Trust Corporation
Eastern Aviation Fuels
Empire Office, Inc
Engine Lease Finance Corp
Epic Aviation LLC
Equilon Ent. Db Shell Oil Products
Erc Cci Limited
Evercore Group LLC
Express Scripts Inc
F & E Aircraft Maintenance LLC
FGL Aircraft USA Inc.
FH Paschen, SN Nielsen & Associates
Firme Turnier
First Kontakt Bpo Db Advantage
FLL Crew Transport dba FLL Limo
Fort Lauderdale Fuel Facilites LLC
Frost Brown Todd, LLC
Gina M. Cadogan, Pa dba Cadogan Law
Grant Thornton LLP
Ground Motive Dependable
Haeco Americas Airframe Srvc
Hamilton Sundstrand Corp.
Hinshaw & Culbertson LLP
Honeywell International Sarl
Hpi Direct
Integrated Deicing Services
International Aero Engines Ag 10001
International Aero Engines LLC
Javits, Joshua M.
Jsa International Us Holdings, LLC
Kelley Kronenberg
Keystone 9 Limited
Klafter Lesser LLP
Knights Of Columbus
Kotoku Kaiun Co Ltd
KPMG LLP
Lockton Companies
Lsg Skychefs
Lunar Aircraft Holdco Limited
Mainsail Property Management, LLC.
Marlene Gold
Maximus Global Services LLC
Menzies Aviation (ASIG)
Merx Aviation Db Appolo Navigator
Miami-Dade County Florida
Micro Accounting Services Ltd
Milbank LLP
Mosaic Consulting Group LLC
Motavita Asesores SAS
MRO Commercial, S.A
Navigator Aviation Dac
Navitaire, Inc.
New Orleans Aviation Bd
Nexus (SMBC Tokyo)
Odp Business Solutions LLC
Okapi Partners LLC
Optum Bank Inc
Oracle America, Inc.
Orix Aviation
Paul Hastings, LLP
Phillips 66 Company
Practising Law Institute
Preferred Composite Services
Prime Flight Aviation Svcs/Gse
Prospect Airport Services, Inc

Public Company Accounting
Pricewaterhouse Coopers
Pwp Holdings LP dba Perella Weinber
Rafael Conrado PLC
Reed Smith, LLP
Ryan Inc.
Safran Landing Systems Services Mx
Sard Verbinnen & Co, LLC
Sasof Iv A3 LLC / Carlyle Aviation
Satair 1000289A
Sepriosa
Serfico-Fiassa
Sfv Aircraft Hodings US 2 LLC
Sfvi Aircraft Holdings US 1 LLC
Shell Trading US Company
Sierra Latam
Skadden, Arps, Slate, Meagher & Flo
Sky High 132 Leasing Co /Icbc
Sky High 136 Leasing Company Limited
SkyWorks Capital
SMBC Aviation Capital Ltd

Spinarn
Swissport USA Inc
Ta Connections De & Il, LLC
Talentto Inc
Terpel Exportaciones Ci Sas
Textron GSE Inc.
Thrifty Car Rental
Total Energies Marketing USA, Inc.
Total Jamaica Limited 1000120A
Trego Dugan Aviation Of Grand Islan
United Health Care Admin Fee
United Healthcare Services
United Healthcare Services Fsa
Unum Life Insurance Company Of America
Vmo Aircraft Leasing Holdings Delaware
Walker & Kirkpatrick
Wilmington Savings Fund Society, FS
Worldwide Flight Services
Xtreme Aviation LLC
Zim Aircraft Cabin Solutions LLC

SCHEDULE 2

AlixPartners' Disinterestedness

- In connection with the proposed employment and retention of AlixPartners, LLP (“**AlixPartners**”) by the Committee in these Chapter 11 Cases, AlixPartners undertook a complex process, the details of which are set forth below, to determine whether it had any conflicts or other relationships that might cause it not to be disinterested or to hold or represent an interest adverse to the Debtors’ estates.

AlixPartners Holdings, LLP, AlixPartners’ parent company (“**Holdings**”), directly or indirectly owns Holdings’ U.S. and non-U.S. subsidiaries (collectively, the “**Holdings Enterprise**”). The equity capital of Holdings is owned by the following investors:

- (i) Lakeview Capital Holdings, Inc., the Jay Alix Living Trust and other trusts established by Jay Alix (collectively the “**Lakeview Parties**”);
- (ii) Caisse de dépôt et placement du Québec (“**CDPQ**”);
- (iii) Investcorp Holdings B.S.C. (“**IVC**”);
- (iv) Public Sector Pension Investment Board (“**PSP**”); and
- (v) Current Partners and Managing Directors and certain former Managing Directors of AP (as defined below) and their individual and family trusts, as well as certain other individuals, including current members of the Boards (as hereinafter defined) and employees of the Lakeview Parties, and their individual and family trusts.

(Collectively, (i) – (v) above are hereinafter referred to as the “**Investors**”, and the subset (ii) – (iv) above are hereinafter referred to as the “**Institutional Investors**”).

Holdings and AlixPartners, each have a board of directors (together, the “**Boards**”). No individual or entity controls either of the Boards. Designees of each of the Investors (i) – (iv) above serve as members of the Boards. The Holdings Enterprise does not invest in distressed assets of any class, nor does it have any investment affiliates.

CDPQ is one of Canada’s largest institutional investment managers. It manages investments on behalf of most of Quebec Canada’s public and parapublic pension and insurance funds. CDPQ invests globally in numerous industries.

IVC is a leading global provider and manager of alternative investment products.

PSP is one of Canada’s largest pension investment managers. It invests funds for the pension plans of the Public Service, the Canadian Armed Forces, the Royal Canadian Mounted Police and the Reserve Force. PSP manages a diversified global portfolio in numerous industries throughout the world.

The Lakeview Parties and related entities are entities owned or controlled by Jay Alix that, among other things, make investments on behalf of Mr. Alix and his family.

In addition to their investments in Holdings, the Institutional Investors have substantial investments unrelated to AlixPartners.

The Boards are not involved in the delivery of client services and their members do not have access to client files, except for a minority of members of the Boards that are AlixPartners employees. As a precautionary matter, AlixPartners maintains information barriers and guidelines designed to prevent certain confidential client information, including the names of clients likely to be involved in a not-yet-filed case under the Bankruptcy Code, from being shared with the Investors or their designees on the Boards.

To that end, no material nonpublic information about the Debtors (including, before the filing of these Chapter 11 Cases, the fact that AlixPartners was about to undertake an assignment involving the Debtors) has been or will be furnished by AlixPartners to the Investors or their Board designees, and AlixPartners will continue to abide by its confidentiality obligations to the Debtors. Each Investor is independent of each other Investor and is governed by its own board of directors or similar body and managed by its own management team. AlixPartners operates independently and does not share employees, officers or other management with any of the Investors. AlixPartners and each of the Investors have separate offices in separate buildings, use separate internet email addresses, and do not otherwise share IT systems.

AlixPartners formed and currently holds a majority and controlling ownership interest in GSS UK Holdings Limited (“GSS”). GSS and its subsidiaries developed a regulatory technology platform to provide global, centralized sanctions screening services to financial institutions. Various Investors, including certain AlixPartners Partners and Managing Directors and Board members, hold minority ownership interests in GSS. AlixPartners currently has a majority of the seats on the board of directors of GSS. GSS does not share office space or IT systems with AlixPartners, but does share certain employees and services such as finance systems. The names of GSS’s investors and customers (but not its vendors and employees) are loaded into the database where AlixPartners’ connections are stored and are disclosed as part of the disclosure process described herein.

AlixPartners has one database where connections are stored for all entities in the Holdings Enterprise. The process for the preparation of disclosures is as follows: upon receipt of a potential parties in interest list from the Debtors and/or their representatives (the “**Parties in Interest List**”), all such parties are input to the database by team members familiar with the database. A report of the “hits” is generated, and the team members review those “hits” for connections. Where there is a connection, a disclosure is drafted. After the team completes draft disclosures, the disclosures are reviewed by an in-house bankruptcy attorney. The attorney coordinates with the team to finalize the disclosures, which are then reviewed by the engagement’s Partner and Managing Director. These initial disclosures (the “**Initial Disclosures**”) are thereafter filed with the Bankruptcy Court as part of the retention pleadings.

Promptly thereafter, a bankruptcy paralegal in the firm uses the Initial Disclosures and the Parties in Interest List to draft a firmwide email for each bankruptcy filing, including the Debtors’ cases. This email is sent to every firm employee as well as the members of the Boards and the Lakeview Parties. The firmwide email requests each recipient to review the attached file that includes the parties in interest and corresponding disclosures,

and asks that every recipient: (a) contact the legal department in the event that they have a connection or relationship with an interested party that is not included in our disclosures; (b) if they have a connection or relationship with an interested party that is included in our disclosures, confirm that it is accurately described; and (c) contact the legal department if they own securities of the Debtors. Members of the legal team review all email responses and draft any supplemental disclosures appropriate to reflect information received in response to the firmwide email. After the review process described in the immediately preceding paragraph, supplemental disclosures are thereafter filed with the Bankruptcy Court.

After the Initial Disclosures are filed with the Bankruptcy Court, AlixPartners also provides the names of the Debtors, their owners/investors, lenders and, on a case-by-case basis, other named entities (collectively, the “**Investor Search Parties**”), to the Institutional Investors, and requests that each Institutional Investor run a check of the Investor Search Parties across all investment portfolios including, upon reasonable investigation, (i) private and public funds, (ii) loan positions, and (iii) known positions across CLO holdings (all of the foregoing subject to the exceptions listed below, the “**Investor Connections Check**”). The exceptions to the Investor Connections Check are (i) investments over which the Institutional Investors do not possess actual investment authority and discretion (“**direct control**”), (ii) index replication position, (iii) investments owned in separate accounts managed by independent parties not affiliated with the Institutional Investors, and (iv) pooled investment vehicles in which the Institutional Investors do not exercise actual control or in which the Institutional Investors do not have visibility sufficient to ascertain such vehicle’s investments. Members of the legal team review all responses received from the Institutional Investors and draft disclosures appropriate to reflect information received from the Institutional Investors that, following review, are filed with the Bankruptcy Court.

Upon receipt of the responses from the Institutional Investors to the Investor Connections Check, AlixPartners will file any supplemental disclosures which may be required.

To the extent AlixPartners learns of connections that are not included herein, AlixPartners will promptly file a supplemental disclosure.

Further, AlixPartners may have had, currently have or may in the future have business relationships with, among other entities, portfolio companies of the Institutional Investors and portfolio companies of private equity funds in which they are limited partners, in matters unrelated to the Debtors or their affiliates in these Chapter 11 Cases. Based on, among other things, the business separation between each of the Investors and AlixPartners, the contractual client confidentiality obligations of AlixPartners and the information barriers referred to above, AlixPartners believes that it does not hold or represent an interest adverse to the estate with respect to any such engagement.

Other than as specifically noted herein, AlixPartners has not undertaken to determine the existence, nature, and/or full scope of any business relationships or connections that the Investors may have with the Investor Search Parties, the Debtors and their affiliates, and other parties in interest in these Chapter 11 Cases.

Specifically, AlixPartners obtained from the Debtors and/or their representatives the Parties in Interest List, which is attached hereto as Schedule 1 and conducted a search for connections in accordance with the procedures set forth above.

AlixPartners represents that, to the best of its knowledge, it knows of no fact or situation that would represent a conflict of interest, cause it not to be disinterested or hold or represent an interest adverse to the Debtors' estates, and furthermore wishes to disclose the following with respect to the Holdings Enterprise (collectively, "**AP**", unless otherwise noted):

- AP interacts with U.S. Bankruptcy Court judges and representatives of the U.S. Trustee Program regularly in its capacity as a professional consulting firm that offers turnaround and restructuring services.
- AP has issued debt in the form of a USD-denominated senior secured term loan, and a Euro-denominated senior secured term loan (collectively, the "**Term Loans**"), as well as revolving credit facility (the "**Revolving Credit Facility**").

Bank of America, N.A. serves as the Administrative Agent for the Term Loans and the Revolving Credit Facility and as such manages all trading of the Term Loans and Revolving Credit Facility between investors. Many of the holders of the Term Loans are pools organized by banks, mutual fund management companies and other fund managers (collectively, "**Fund Managers**") who pool debt instruments issued by multiple / different borrowers and offer interests in the pools to investors. The identities of the investors in the pools cannot be ascertained by AP. The Term Loans are actively traded. Thus, the list of Fund Managers and other investors directly holding the Term Loans can become outdated quickly. On a monthly basis, AP reviews the list of investors in the Term Loans for the purpose of making relationship disclosures in chapter 11 cases. As of the last monthly report, no Fund Manager or other investor in the Term Loans held greater than 10% of the combined US-denominated and Euro-denominated Term Loans. In the event that any entity accumulates a 10% or greater interest in the combined US-denominated and Euro-denominated Term Loans, AP will disclose the name of such entity.

The participants in the Revolving Credit Facility are Bank of America, N.A., Credit Suisse, Deutsche Bank AG Host Bank, Goldman Sachs Lending Partners LLC, HSBC Bank USA, NA, and JPMorgan Chase Bank N.A.

- The Internal Revenue Service ("**IRS**") is a current and former AP client in matters unrelated to the Debtors. The IRS is a lienholder and adverse litigation party to current and former AP clients in matters unrelated to the Debtors.
- The United States Department of Justice ("**DOJ**"), including the United States Attorney General's Office, is a former client of AP in matters unrelated to the Debtors. The DOJ is a litigation party, adverse litigation party, lessor, opposing counsel and professional to current and former AP clients in matters unrelated to the Debtors.

- AP follows a practice to solicit from the members of its Boards their connections to the parties in interest independent of AP. In response, one or more of the members of its Boards have offered the following disclosures:
 - Allianz Global Risks Us Insurance Company, Allianz SE, Pacific Investment Management Company LLC and Pimco Luxembourg SA are insurance providers, banks/lender/UCC lien parties/administrative agents and bondholders to the Debtors. An AP investor or one of its affiliates has an investment in Pimco Bravo Fund Onshore Feeder II LP.
 - Allied Universal Security Services LLC is a taxing authority/governmental/regulatory agency to the Debtors. A member of AP's board of directors is also a member of the board of directors of Allied Universal.
 - American Express, a bank/lender/UCC lien party/administrative agent to the Debtors, is a vendor to an AP investor or one of its affiliates.
 - AT&T, AT&T - Universal Biller, AT&T Ilec Service-Providing Affiliate and AT&T Mobility are utility providers and contract counterparties to the Debtors. AT&T Mobility is a vendor to an AP investor or one of its affiliates.
 - Bank of America, N.A., a contract counterparty to the Debtors, is a lender to an AP investor or one of its affiliates.
 - Chubb and Indemnity Insurance Company of North America (Chubb) are insurance providers to the Debtors. Chubb is a vendor to an AP investor or one of its affiliates. AP has a group insurance program in place for all US managing directors and AP board members under which personal excess liability (umbrella) insurance may be purchased from Chubb at group rates.
 - Consilio Inc dba Consilio LLC, a vendor to the Debtors, is a vendor to an AP investor or one of its affiliates.
 - D. E. Shaw Valence Portfolios, L.L.C., D.E. Shaw & Co. LP and De Shaw & Co LP are bondholders, significant equity holders and banks/lenders/UCC lien parties/administrative agents to the Debtors. An AP investor or one of its affiliates had an investment in D.E. Shaw Orienteer LLC.
 - Debevoise & Plimpton, a professional to the Debtors, was counsel for an adverse party in former litigation to which a Board member was a party.
 - DTE Energy, a utility provider to the Debtors, is a vendor to an AP investor or one of its affiliates.
 - HireRight, LLC is a contract counterparty to the Debtors. A member of AP's board of directors is also a member of the board of directors of HireRight.

- JPMorgan Asset Management and JPMorgan Chase & Co. are banks/lenders/UCC lien parties/administrative agents to the Debtors.
- Lazard Ltd. is a bank/lender/UCC lien party/administrative agent to the Debtors. An AP investor or one of its affiliates had an investment in Lazard Ltd.
- Millennium Management LLC is a significant equity holder to the Debtors. A member of AP's board of directors is also a member of the Regulatory and Compliance Advisory Council at Millennium Management.
- Northern Trust Global Investments, a significant equity holder to the Debtors, is a lender to an AP investor or one of its affiliates.
- Optum Bank Inc., United Behavioral Health (Optum), United Health Care Admin Fee, United Healthcare Services, United Healthcare Services FSA and United Healthcare Services, Inc. are contract counterparties and vendors to the Debtors. A member of AP's board of directors is a member of the board of directors of UnitedHealth Group, Inc. Additionally, another member of AP's board of directors is an officer of Optum (a UnitedHealth Group company) and a former employee of UnitedHealthcare.
- Plusgrade L.P./Plusgrade S.E.C. is a contract counterparty to the Debtors. A member of AP's board of directors is also a member of the board of directors of Plusgrade.
- PwC is a vendor to the Debtors. An AP Board member and an employee of one of his affiliates are former employees of PwC.
- U.S. Bank and U.S. Bank National Association, creditors, contract counterparties and surety and letters of credit-beneficiaries to the Debtors, are vendors to an AP investor or one of its affiliates.
- USI Advisors, Inc. is a contract counterparty to the Debtors. A member of AP's board of directors was also a member of the board of directors of USI.
- Whitebox Advisors LLC is a bondholder to the Debtors. Upon information and belief, employees, partners, and former partners of McKinsey & Company and their families, through McKinsey Investment Office, a private hedge fund, are investors in Whitebox Advisors LLC. A Board member was involved in litigation commenced some time ago against McKinsey & Company and certain individuals who are and were in senior positions at McKinsey & Company (“**McKinsey Litigation**”). AP was not initially a party to the McKinsey Litigation. One of the individuals connected to McKinsey & Company had, as of October 2, 2023, filed a counterclaim against the Board member, and included AP as a defendant. The McKinsey Litigation was unrelated to the Debtors and has been dismissed.

- Willkie Farr & Gallagher LLP, counsel to the official committee of unsecured creditors in these Chapter 11 Cases, is a current or former legal services provider to an AP investor or one of its affiliates.
- A significant number of parties in interest that are categorized as taxing authority/governmental/regulatory agencies to the Debtors are and/or were adverse litigation parties, non-adverse litigation parties and litigation parties to current and former AP clients in matters unrelated to the Debtors. To the extent AP has additional connections to parties in these categories, they are disclosed herein.
- ABM Aviation, a contract counterparty to the Debtors, and affiliated entities, are director-affiliated entities to a current AP client in matters unrelated to the Debtors.
- Ace American Insurance Company and Ace Fire Underwriters Insurance Company, surety and letters of credit-beneficiaries and insurance providers to the Debtors, and affiliated entities (“ACE”), are bondholders, lenders, affiliates, litigation parties, non-adverse litigation parties, lienholders and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. ACE is a current and former AP client in matters unrelated to the Debtors. ACE is an insurance provider to AP.
- Aerodespachos De El Salvador, S.A., a contract counterparty to the Debtors, is a litigation party to a former AP client in matters unrelated to the Debtors.
- Aeronautical Radio, Inc., a contract counterparty to the Debtors, is an affiliate to a current AP client in matters unrelated to the Debtors.
- Aerostar Airport Holdings, LLC - President/CEO, Aerostar Airports Holdings and Aerostar Airports Holdings, contract counter parties and taxing authority/governmental/regulatory agencies to the Debtors, are current and former AP clients in matters unrelated to the Debtors.
- Aetna Dental Inc. and Aetna US Healthcare-Dental Dmo, contract counterparties and vendors to the Debtors, and affiliated entities (“Aetna”), are adverse litigation parties and shareholders to former AP clients in matters unrelated to the Debtor. Aetna is an employee benefits provider to AP.
- AIG - American Home Assurance Co., AIG - National Union Fire Insurance Company, AIG – WorldSource, AIG Specialty Ins Co., AIG Travel, Inc. and National Union/Chartis (Workers Comp 2013), insurance providers, contract counterparties and surety and letters of credit-beneficiaries to the Debtors, and affiliated entities (“AIG”), are bondholders, adverse litigation parties, non-adverse litigation parties, investors, related parties, shareholders and lessors to current and former AP clients in matters unrelated to the Debtors. AIG is a current and former AP client in matters unrelated to the Debtors. AIG is a former employer of current AP employees.
- Air BP Limited and BP Products North America, Inc., contract counterparties and vendors to the Debtors, and affiliated entities (“BP”), are lessors, bondholders, joint venture

entities, litigation parties, adverse litigation parties, lessors and lenders to current and former AP clients in matters unrelated to the Debtors. BP is a current and former AP client in matters unrelated to the Debtors. BP is a former employer of current AP employees.

- Air Canada, a contract counterparty to the Debtors, and affiliated entities, are adverse litigation parties to a former AP client in matters unrelated to the Debtors.
- Air Lease Corporation and Air Lease Corporation (LA), contract counterparties to the Debtors, and affiliated entities, are current AP clients in matters unrelated to the Debtors.
- Airborne Capital Group, a contract counterparty to the Debtors, is a current and former AP client in matters unrelated to the Debtors.
- Airbus North America Customer Service, Airbus S.A.S. Satair 1000289A and Satair USA, Inc., vendors and contract counterparties to the Debtors, and affiliated entities (“**Airbus**”), are lenders and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. Airbus was a member of the official committee of unsecured creditors that retained AP in SAS AB, a former bankruptcy matter unrelated to the Debtors. Airbus is a current and former AP client in matters unrelated to the Debtors. Airbus is a former employer of a current AP employee.
- Aircastle Advisor LLC, a contract counterparty to the Debtors, is a lessor and lessee to a current AP client in matters unrelated to the Debtors.
- AirCo Aviation Services, LLC, a contract counterparty to the Debtors, and affiliated entities, are affiliates and litigation parties to current and former AP clients in matters unrelated to the Debtors.
- Airline Tariff Publishing Company (ATPCO), a contract counterparty to the Debtors, is an affiliate of a current AP client in matters unrelated to the Debtors.
- Airline Tech Reps Dba Sts. Line Maintenance, a contract counterparty to the Debtors, and affiliated entities, were members of the official committee of unsecured creditors that retained AP in Western Global Airlines, Inc., a former bankruptcy matter unrelated to the Debtors.
- Akin Gump Strauss Hauer & Feld LLP (“**Akin Gump**”), a vendor to the Debtors, is a professional, opposing counsel and counsel to current and former AP clients in matters unrelated to the Debtors. Akin Gump is a current and former AP client in matters unrelated to the Debtors. Akin Gump is a legal service provider to AP.
- AllianceBernstein Holding LP and AllianceBernstein L.P., banks/lenders/UCC lien parties/administrative agents and significant equity holders to the Debtors, and affiliated entities (“**AllianceBernstein**”), are lenders, shareholders, adverse litigation parties and bondholders to current and former AP clients in matters unrelated to the Debtors. AllianceBernstein is a current AP client in matters unrelated to the Debtors. AllianceBernstein is a vendor to AP.

- Allianz Global Risks Us Insurance Company, Allianz SE, Pacific Investment Management Company LLC and Pimco Luxembourg SA, insurance providers, banks/lender/UCC lien parties/administrative agents and bondholders to the Debtors, and affiliated entities (“**Allianz**”), are affiliates, associated companies, bondholders, litigation parties, adverse litigation parties, non-adverse litigation parties, lenders, lienholders, parent companies and shareholders to current and former AP clients in matters unrelated to the Debtors. Allianz is a current and former AP client in matters unrelated to the Debtors. Allianz is a former employer of current AP employees. Allianz is an insurance provider to AP.
- Allied World Insurance Company and Allied World Assurance Company Holdings, Ltd., insurance providers to the Debtors, and affiliated entities (“**Allied World**”), are non-adverse litigation parties, adverse litigation parties, lenders and litigation parties to current and former AP clients in matters unrelated to the Debtors. Allied World is a current AP client in matters unrelated to the Debtors. Allied World is an insurance provider to AP.
- Allstate Investments LLC, a bank/lender/UCC lien party/administrative agent to the Debtors, and affiliated entities (“**Allstate**”), are adverse litigation parties, litigation parties, bondholders and lenders to current and former AP clients in matters unrelated to the Debtors. Allstate is a former AP client in matters unrelated to the Debtors.
- Alvarez & Marsal North America LLC, a vendor to the Debtors, and affiliated entities (“**Alvarez & Marsal**”), are adverse litigation parties, parent companies and professionals to current and former AP clients in matters unrelated to the Debtors. Alvarez & Marsal is a current and former AP client in matters unrelated to the Debtors. Alvarez & Marsal is a former employer of current AP employees.
- Ambridge Partners LLC, an insurance provider to the Debtors, is a litigation party and adverse litigation party to current AP clients in matters unrelated to the Debtors.
- American Airlines, Inc., a significant competitor and contract counterparty to the Debtors, is an adverse litigation party and shareholder to current and former AP clients in matters unrelated to the Debtors. American Airlines, Inc. is a former AP client in matters unrelated to the Debtors. American Airlines, Inc. is a former employer to current AP employees.
- American Arbitration Association, a litigation party and vendor to the Debtors, is a professional to current and former AP clients in matters unrelated to the Debtors. American Arbitration Association is a vendor to AP.
- American Express, a bank/lender/UCC lien party/administrative agent to the Debtors, and affiliated entities (“**AmEx**”), are lessors, adverse litigation parties and director-affiliated companies to current and former AP clients in matters unrelated to the Debtors. AmEx was a member of the official committee of unsecured creditors that retained AP in Orbital Infrastructure Group, Inc., a former bankruptcy matter unrelated to the Debtors. AmEx is a former employer of current AP employees. AmEx is a vendor to AP which includes an incentive program based on value, but it is not attributed to any particular person or any specific purchases.

- Angeion Group LLC, a vendor to the Debtors, is a professional to a former AP client in matters unrelated to the Debtors.
- Apple Bank for Savings, a bank/lender/UCC lien party/administrative agent to the Debtors, is a lender to current AP clients in matters unrelated to the Debtors.
- Applied Underwriters, Inc., an insurance provider to the Debtors, and affiliated entities, are insurance providers to AP.
- AQR Arbitrage LLC fka CNH Partners, LLC, a bank/lender/UCC lien party/administrative agent to the Debtors, is a lender and adverse litigation party to former AP clients in matters unrelated to the Debtors.
- Arag Insurance Company and/or Arag Services, LLC, a contract counterparty to the Debtors, is an employee benefits provider to AP.
- Arch Insurance Company and Arch Specialty Insurance Co., banks/lenders/UCC lien parties/administrative agents, surety and letters of credit-beneficiaries and insurance providers to the Debtors, and affiliated entities (“**Arch**”), are bondholders, adverse litigation parties, professionals, lenders, and non-adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. Arch is a current AP client in matters unrelated to the Debtors. Arch is an insurance provider to AP.
- Arena Capital Advisors, LLC, a bondholder to the Debtors, is a bondholder and lender to current and former AP clients in matters unrelated to the Debtors.
- Ares Management LLC, a bondholder to the Debtors, and affiliated entities (“**Ares**”), are investors, lenders, lienholders, lessors, parent companies, adverse litigation parties, shareholders and bondholders to current and former AP clients in matters unrelated to the Debtors. Ares is a current and former AP client in matters unrelated to the Debtors. Ares is a former employer of a current AP employee.
- Argonaut Insurance Company, an insurance provider to the Debtors, and affiliated entities (“**Argo**”), are bondholders, adverse litigation parties, lenders and non-adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. Argo is a current AP client in matters unrelated to the Debtors.
- Ascot Specialty Insurance Company, an insurance provider to the Debtors, and affiliated entities, are adverse litigation parties to current and former AP clients in matters unrelated to the Debtors.
- Aspen Specialty Insurance Co., an insurance provider to the Debtors, and affiliated entities (“**Aspen Insurance**”), are bondholders, adverse litigation parties, litigation parties and non-adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. Aspen Insurance is a former AP client in matters unrelated to the Debtors.

- Association of Flight Attendants-CWA, AFL-CIO, a member of the official committee of unsecured creditors in these Chapter 11 Cases, and affiliated entities (“**AFL-CIO**”), are non-adverse litigation parties and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. AFL-CIO was a member of the official committee of unsecured creditors that retained AP in Windstream Holdings, Inc., a former bankruptcy matter unrelated to the Debtors.
- AT&T, AT&T - Universal Biller, AT&T Ilec Service-Providing Affiliate and AT&T Mobility, utility providers and contract counterparties to the Debtors, and affiliated entities (“**AT&T**”), are lessors, non-adverse litigation parties and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. AT&T was a member of the official committee of unsecured creditors that retained AP in Forever 21, Inc., Pareteum Corporation, Windstream Holdings, Inc. and Fusion Litigation Trust, former bankruptcy matters unrelated to the Debtors. AT&T is a current and former AP client in matters unrelated to the Debtors. AT&T is a vendor to AP.
- Atlantic Aviation Fbo, Inc., a contact counterparty to the Debtors, is a former AP client in matters unrelated to the Debtors.
- Atlantic City Electric, a utility provider to the Debtors, is a bondholder to a current AP client in matters unrelated to the Debtors.
- Atlantic Specialty Insurance Company, an insurance provider to the Debtors, is a bondholder and adverse litigation party to current AP clients in matters unrelated to the Debtors. Atlantic Specialty Insurance Company is an insurance provider to AP.
- Automatic Data Processing, a vendor to the Debtors, and affiliated entities (“**ADP**”), are adverse litigation parties, lessors, director-affiliated companies and professionals to current and former AP clients in matters unrelated to the Debtors. ADP is a former AP client in matters unrelated to the Debtors. ADP is a former employer of a current AP employee. ADP is an employee benefits provider to AP.
- Aviation Capital Group LLC, a member of the official committee of unsecured creditors in these Chapter 11 Cases, is a lessor to a current AP client in matters unrelated to the Debtors.
- Avolon and Avolon Aerospace (Ireland) Aoe 30, contract counterparties and vendors to the Debtors, are lessors to current AP client in matters unrelated to the Debtors.
- AXA Corporate Solutions Assurance, Axa XL - Indian Harbor Insurance Company, AXA XL (Primary) – Nationwide and Axa XL (XL Specialty Insurance Company), insurance providers to the Debtors, and affiliated entities (“**AXA**”), are non-adverse litigation parties, adverse litigation parties, lenders, shareholders, bondholders, litigation parties, and lessors to current and former AP clients in matters unrelated to the Debtors. AXA is a current and former AP client in matters unrelated to the Debtors. AXA is a former employer of a current AP employee. AXA is an insurance provider to AP.

- Axis Excess Insurance Policy Axis and Axis Insurance Company, insurance providers to the Debtors, and affiliated entities (“**AXIS**”), are adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. AXIS is a former AP client in matters unrelated to the Debtors.
- Banamex, Citibanamex and Citibank, N.A., banks/lenders/UCC lien parties/administrative agents to the Debtors, and affiliated entities (“**Citi**”) are adverse litigation parties, bondholders, investors, lenders, lessors, lienholders, litigation parties, parent companies, professionals, non-adverse litigation parties, related parties and shareholders to current and former AP clients in matters unrelated to the Debtors. Citi is a current and former AP client in matters unrelated to the Debtors. Citi is a former employer of current AP employees.
- Bank of America, N.A., a contract counterparty to the Debtors, and affiliated entities (“**Bank of America**”), are bondholders, non-adverse litigation parties, litigation parties, adverse litigation parties, investors, lenders, lessors, lienholders, shareholders, director-affiliated companies and professionals to current and former AP clients in matters unrelated to the Debtors. Bank of America is a current and former AP client in matters unrelated to the Debtors. Bank of America is a former employer of current AP employees. Bank of America is a vendor to AP.
- Bank of Utah (Aircastle N620Nk_Msn 5624), Bank of Utah (Merx N626Nk_Msn5999), Bank of Utah (Merx N633Nk_Msn6345), Bank of Utah (Merx N635Nk_Msn6383), Bank of Utah (N935Nk/Msn 10108), Bank of Utah (St Engineering N627Nk_Msn 6082) and Bank of Utah (St Engineering N628Nk_Msn 6193), surety and letters of credit-beneficiaries to the Debtors, are lenders and bondholders to former AP clients in matters unrelated to the Debtors.
- Barings LLC, a bank/lender/UCC lien party/administrative agent to the Debtors, and affiliated entities (“**MassMutual**”), are lenders, parent companies, bondholders, lienholders, professionals, shareholders and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. MassMutual is a former AP client in matters unrelated to the Debtors.
- BDO USA, LLP, a vendor to the Debtors, and affiliated entities (“**BDO**”), are lessors, professionals, and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. BDO is a former AP client in matters unrelated to the Debtors. BDO is a former employer of current AP employees. BDO is a vendor to AP. The son of an AP employee who works in the legal department on bankruptcy matters is a tax manager of BDO. Confidentiality and professional obligations require the AP employee to refrain from discussing any non-public information related to these Chapter 11 Cases. BDO is a vendor to AP.
- Beazley Group, Brit (Lloyds of London), Lloyd's (Ambridge), Lloyd's of London and Underwriters at Lloyd's of London and other licensed companies per OneGlobal Broking, Ltd., insurance providers to the Debtors, and affiliated entities (“**Lloyd's**”), are non-adverse litigation parties, lenders and adverse litigation parties to former AP clients in

matters unrelated to the Debtors. Lloyd's is a current and former AP client in matters unrelated to the Debtors. Lloyd's is an insurance provider to AP.

- Berger Singerman LLP, a vendor to the Debtors, is a professional to a former AP client in matters unrelated to the Debtors.
- Berkley, Berkley Colombia Seguros, Berkley Insurance Company and Nautilus Insurance Company (Berkley), insurance providers to the Debtors, and affiliated entities ("**Berkley**"), are bondholders, investors and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. Berkley is an insurance provider to AP.
- Berkshire Hathaway, an insurance provider to the Debtors, and affiliated entities ("**Berkshire Hathaway**"), are bondholders, adverse litigation parties, parent companies and investors to current and former AP clients in matters unrelated to the Debtors. Berkshire Hathaway is a current and former AP client in matters unrelated to the Debtors. Berkshire Hathaway is an insurance provider to AP.
- Blackrock Inc., a bank/lender/UCC lien party/administrative agent and significant equity holder to the Debtors, and affiliated entities ("**BlackRock**"), are bondholders, adverse litigation parties, investors, lenders, lessors, lienholders, limited partners, parent companies and shareholders to current and former AP clients in matters unrelated to the Debtors. BlackRock is a current and former AP client in matters unrelated to the Debtors.
- BNP Paribas, New York Branch, a bank/lender/UCC lien party/administrative agent to the Debtors, and affiliated entities ("**BNP Paribas**"), are bondholders, lenders, lessors, lienholders, shareholders, litigation parties, adverse litigation parties, professionals and joint venture entities to current and former AP clients in matters unrelated to the Debtors. BNP Paribas is a current and former AP client in matters unrelated to the Debtors. BNP Paribas is a former employer of current AP employees. BNP Paribas is a vendor to AP. BNP Paribas is a GSS client.
- BNY Asset Management, a significant equity holder to the Debtors, and affiliated entities ("**BNY**"), are bondholders, adverse litigation parties, lenders, director-affiliated companies, lessors, lienholders, litigation parties and shareholders to current and former AP clients in matters unrelated to the Debtors. BNY was a member of the official committee of unsecured creditors that retained AP in Altera Infrastructure L.P., Chesapeake Energy Corporation, Murray Energy Holdings Co. and Talen Energy Supply, LLC, former bankruptcy matters unrelated to the Debtors. BNY is a current and former AP client in matters unrelated to the Debtors. BNY is a former employer of current AP employees.
- Boston Consulting Group, a vendor to the Debtors, is a bondholder and adverse litigation party to current and former AP clients in matters unrelated to the Debtors. Boston Consulting Group is a former employer of current AP employees.

- Bowhead (Homesite Assurance Company), an insurance provider to the Debtors, and affiliated entities (“**Bowhead**”), are adverse litigation parties to a current AP client in matters unrelated to the Debtors. Bowhead is an insurance provider to AP.
- Brasfield & Gorrie, LLC, a vendor to the Debtors, is a professional to a former AP client in matters unrelated to the Debtors.
- Brighthouse Funds Trust II, a bank/lender/UCC lien party/administrative agent to the Debtors, is an adverse litigation party to a former AP client in matters unrelated to the Debtors.
- British Airways Plc, Inc., a contract counterparty to the Debtors, is a non-adverse litigation party and affiliate to former AP clients in matters unrelated to the Debtors. British Airways Plc, Inc. is a former AP client in matters unrelated to the Debtors.
- CAE Flight Services USA, a vendor to the Debtors, is a current and former AP client in matters unrelated to the Debtors.
- Capital Ventures International, a bondholder to the Debtors, is a lender to current and former AP clients in matters unrelated to the Debtors.
- Carlyle Aviation Partners Ltd., a contract counterparty to the Debtors, and affiliated entities (“**Carlyle**”), are litigation parties, non-adverse litigation parties, lenders, lessors, lienholders, parent companies, director-affiliated companies and shareholders to current and former AP clients in matters unrelated to the Debtors. Carlyle is a current and former AP client in matters unrelated to the Debtors. Carlyle is a former employer of a current AP employee.
- Casillas, Santiago & Torres, LLC, a professional to the Debtors, is a professional to a current AP client in matters unrelated to the Debtors.
- Cavu Ecommerce (Amer) LLC (“**Cavu**”), a contract counterparty to the Debtors, is a non-adverse litigation party and affiliate to a former AP client in matters unrelated to the Debtors. Cavu is a former AP client in matters unrelated to the Debtors.
- Cbiz Mhm, LLC (“**Cbiz**”), a vendor to the Debtors, is a professional and non-adverse litigation party to current and former AP clients in matters unrelated to the Debtors. Cbiz is a current and former AP client in matters unrelated to the Debtors.
- Cellco Partnership d/b/a Verizon Wireless, Verizon, Verizon Business, Verizon Business Network Services Inc. (D/B/A Verizon Business Services) and Verizon Wireless, utility providers and contract counterparties to the Debtors, and affiliated entities, (“**Verizon**”), are lessors and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. Verizon is a current and former AP client in matters unrelated to the Debtors.

- Centurylink, Centurylink Communications, LLC d/b/a Lumen Technologies Group and Lumen - Centurylink, utility providers and contract counterparties to the Debtors, and affiliated entities (“**CenturyLink**”), are affiliates, shareholders and lessors to current and former AP clients in matters unrelated to the Debtors. CenturyLink is a vendor to AP.
- Charles Schwab Bank, a vendor to the Debtors, and affiliated entities (“**Schwab**”), are shareholders, bondholders, non-adverse litigation parties, adverse litigation parties and professionals to current and former AP clients in matters unrelated to the Debtors. Schwab is a current and former AP client in matters unrelated to the Debtors.
- Chevron Products Company and Chevron Products Company, A Division of Chevron U.S.A. Inc., vendors and contract counterparties to the Debtors, and affiliated entities (“**Chevron**”), are adverse litigation parties, non-adverse litigation parties, bondholders, lessors, litigation parties and joint venture entities to current and former AP clients in matters unrelated to the Debtors. Chevron is a current and former AP client in matters unrelated to the Debtors. Chevron is a former employer of current AP employees.
- Choate, Hall & Stewart LLP (“**Choate**”), a vendor to the Debtors, is a professional and counsel to current and former AP clients in matters unrelated to the Debtors. Choate is a former AP client in matters unrelated to the Debtors.
- Chubb and Indemnity Insurance Company of North America (Chubb), insurance providers to the Debtors, and affiliated entities (“**Chubb**”), are affiliates, bondholders, litigation parties, adverse litigation parties, lenders, lessors and non-adverse litigation parties to current and former AP clients in matters unrelated to the Debtor. Chubb is a current and former AP client in matters unrelated to the Debtor. AP has a group insurance program in place for all US managing directors and AP board members under which personal excess liability (umbrella) insurance may be purchased from Chubb at group rates. Chubb is an insurance provider to AP.
- Cit Group/Equipment, a vendor to the Debtors, and affiliated entities (“**Cit Bank**”), are lenders, lessors and lienholders to current and former AP clients in matters unrelated to the Debtors.
- Citadel Multi-Asset Master Fund Ltd., a bondholder to the Debtors, and affiliated entities (“**Citadel**”), are bondholders, non-adverse litigation parties, adverse litigation parties, lenders and shareholders to current and former AP clients in matters unrelated to the Debtors. Citadel is a current and former AP client in matters unrelated to the Debtors.
- Citgo Petroleum Corporation, a vendor and contract counterparty to the Debtors, is a non-adverse litigation party and litigation party to former AP clients in matters unrelated to the Debtors. Citgo Petroleum Corporation is a current and former AP client in matters unrelated to the Debtors.
- City and County of Denver, a taxing authority/governmental/regulatory agency to the Debtors, is a current AP client in matters unrelated to the Debtors.

- City of Albuquerque, a contract counterparty to the Debtors, is an adverse litigation party to a former AP client in matters unrelated to the Debtors.
- City of Boston is a taxing authority/governmental/regulatory agency to the Debtors. AP has an office in Boston, Massachusetts.
- City of Chicago Pfc is a taxing authority/governmental/regulatory agency to the Debtors. AP has an office in Chicago, Illinois.
- City of Kansas City, a contract counterparty and taxing authority/governmental/regulatory agency to the Debtors, is an adverse litigation party to current and former AP clients in matters unrelated to the Debtors.
- City of Los Angeles is a taxing authority/governmental/regulatory agency to the Debtors. AP has an office in Los Angeles, California.
- City of Pensacola, a contract counterparty to the Debtors, is an adverse litigation party to current and former AP clients in matters unrelated to the Debtors.
- City of Philadelphia, a taxing authority/governmental/regulatory agency to the Debtors, is a lessor to a former AP client in matters unrelated to the Debtors.
- City of Phoenix, a surety and letter of credit-beneficiary to the Debtors, is an adverse litigation party to current and former AP clients in matters unrelated to the Debtors.
- City of Pittsburgh, a contract counterparty to the Debtors, is an adverse litigation party to current and former AP clients in matters unrelated to the Debtors.
- City of San Jose, a taxing authority/governmental/regulatory agency to the Debtors, is a lessor to a current AP client in matters unrelated to the Debtors.
- City of St. Louis – Pfc, a taxing authority/governmental/regulatory agency to the Debtors, is a related party to a current AP client in matters unrelated to the Debtors.
- Clark Hill P.L.C., a professional to the Debtors, is a professional, counsel and opposing counsel to current and former AP clients in matters unrelated to the Debtors. Clark Hill P.L.C. is a former AP client in matters unrelated to the Debtors.
- Clarus Commerce LLC, a contact counterparty to the Debtors, was a member of the official committee of unsecured creditors that retained AP in iMedia Brands, Inc., a former bankruptcy matter unrelated to the Debtors.
- CNA and Continental Casualty Company, insurance providers to the Debtors, and affiliated entities (“CNA”), are affiliates, bondholders, adverse litigation parties, lenders, litigation parties and non-adverse litigation parties to current and former AP clients in matters unrelated to the Debtor. CNA is an insurance provider to AP.

- Cohen Ziffer Frenchman & McKenna LLP, a professional to the Debtors, is a professional to current and former AP clients in matters unrelated to the Debtors.
- Comcast, Masergy Cloud Communications Inc., and Masergy Communications, Inc., utility providers and contract counterparties to the Debtors, and affiliated entities (“**Comcast**”), are parent companies and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. Comcast is a former AP client in matters unrelated to the Debtors. Comcast is a vendor to AP.
- ComEd Commonwealth Edison Co (“**ComEd**”), a utility provider to the Debtors, is a bondholder and litigation party to current and former AP clients in matters unrelated to the Debtors. ComEd is a former AP client in matters unrelated to the Debtors.
- Compass Group USA, Inc., a contract counterparty to the Debtors, and affiliated entities (“**Compass Group**”), are former AP clients in matters unrelated to the Debtors. Compass Group is a vendor to AP.
- Compass Lexecon, a vendor to the Debtors, is a professional and non-adverse litigation party to current and former AP clients in matters unrelated to the Debtors. Compass Lexecon is a former employer of current AP employees.
- Computershare Trust Company, N.A. (“**Computershare**”), a bondholder to the Debtors, is a professional to current and former AP clients in matters unrelated to the Debtors. Computershare is a member of the official committee of unsecured creditors that retained AP in Rite Aid Corporation, a bankruptcy matter unrelated to the Debtors. Computershare is a current and former AP client in matters unrelated to the Debtors.
- Condon & Forsyth LLP, a professional to the Debtors, is a professional to current and former AP clients in matters unrelated to the Debtors.
- Consilio Inc dba Consilio LLC (“**Consilio**”), a vendor to the Debtors, is a professional to former AP clients in matters unrelated to the Debtors. Consilio is a former employer of current AP employees.
- Convex Insurance UK Limited, an insurance provider to the Debtors, is an adverse litigation party to a current AP client in matters unrelated to the Debtors.
- County of Milwaukee, a surety and letter of credit-beneficiary to the Debtors, is an adverse litigation party to current and former AP clients in matters unrelated to the Debtors.
- Cravath Swaine & Moore LLP, a professional to the Debtors, is a professional and counsel to current and former AP clients in matters unrelated to the Debtors. Cravath, Swaine & Moore LLP is a current and former AP client in matters unrelated to the Debtors.
- Credit Agricole Corporate and Investment Bank (“**Credit Agricole**”), a bank/lender/UCC lien party/administrative agent to the Debtors, is a bondholder, lender and shareholder to current and former AP clients in matters unrelated to the Debtors.

- Crown Castle Fiber LLC, a utility provider to the Debtors, was a member of the Unsecured Creditors Committee that retained AP in Windstream Holdings, Inc., a former bankruptcy matter unrelated to the Debtors. Crown Castle Fiber LLC is a vendor to AP.
- CSC Corporation, a vendor to the Debtors, and affiliated entities (“CSC”), are professionals, lienholders and director-affiliated companies to current and former AP clients in matters unrelated to the Debtors. CSC is a member of the official committee of unsecured creditors that retained AP in Rite Aid Corporation, a bankruptcy matter unrelated to the Debtors. CSC was a member of the official committee of unsecured creditors that retained AP in CBL & Associates Properties, a former bankruptcy matter unrelated to the Debtors.
- Cushman & Wakefield U.S., Inc., a contract counterparty to the Debtors, is a lessee, lessor and professional to current and former AP clients in matters unrelated to the Debtors.
- Cyrus Capital Partners, L.P (“Cyrus Capital”), a bondholder to the Debtors, is a non-adverse litigation party, lender and shareholder to current and former AP clients in matters unrelated to the Debtors. Cyrus Capital is a former AP client in matters unrelated to the Debtors.
- D. E. Shaw Valence Portfolios, L.L.C., D.E. Shaw & Co. LP and De Shaw & Co LP, bondholders, significant equity holders and banks/lenders/UCC lien parties/administrative agents to the Debtors, and affiliated entities (“D.E. Shaw”), are bondholders, investors, lenders and shareholders to current and former AP clients in matters unrelated to the Debtors. D.E. Shaw is a current and former AP client in matters unrelated to the Debtors.
- Daugherty, Fowler, Peregrin & Haught, a professional to the Debtors, is a professional to former AP clients in matters unrelated to the Debtors.
- Davis Polk & Wardwell LLP, a professional to the Debtors, is a professional, opposing counsel and counsel to current and former AP clients in matters unrelated to the Debtors. Davis Polk is a current and former AP client in matters unrelated to the Debtors.
- Debevoise & Plimpton, a professional to the Debtors, is a professional, counsel and opposing counsel to current and former AP clients in matters unrelated to the Debtors. Debevoise & Plimpton is a former AP client in matters unrelated to the Debtors. Debevoise & Plimpton is a former employer of a current AP employee. Debevoise & Plimpton was counsel in litigation to which AP was a party. Debevoise & Plimpton is a vendor to AP.
- Dekabank Deutsche Girozentrale, a bank/lender/UCC lien party/administrative agent to the Debtors, is a lender to a former AP client in matters unrelated to the Debtors.
- Deloitte, Deloitte & Touche, S De R.L. and Deloitte Rd, S.A., vendors to the Debtors, and affiliated entities (“Deloitte”), are professionals, adverse litigation parties and counsel to current and former AP clients in matters unrelated to the Debtors. Deloitte is a former AP client in matters unrelated to the Debtors. Deloitte is a former employer of current AP employees. Deloitte is an accounting advisor to AP.

- Delta Air Lines, Inc. (“**Delta Air Lines**”), a significant competitor and contract counterparty to the Debtors, is a non-adverse litigation party, adverse litigation party and shareholder to current and former AP clients in matters unrelated to the Debtors. Delta Air Lines was a member of the official committee of unsecured creditors that retained AP in Western Global Airlines, Inc., a former bankruptcy matter unrelated to the Debtors. Delta Air Lines is a former AP client in matters unrelated to the Debtors.
- Deutsche Bank, a bank/lender/UCC lien party/administrative agent to the Debtors, and affiliated entities (“**Deutsche Bank**”), are bondholders, litigation parties, adverse litigation parties, joint venture parties, lenders, lessors, lienholders, professionals, parent companies and shareholders to current and former AP clients in matters unrelated to the Debtors. Deutsche Bank is a current and former AP client in matters unrelated to the Debtors. Deutsche Bank is a former employer of current AP employees. Deutsche Bank is a GSS client. Deutsche Bank is a banking services provider to AP.
- Dimensional Fund Advisors LP, a significant equity holder to the Debtors, is a bondholder and shareholder to current and former AP clients in matters unrelated to the Debtors. Dimensional Fund Advisors LP is a former employer of a current AP employee.
- DirecTV, a utility provider to the Debtors, is a former AP client in matters unrelated to the Debtors. DirecTV is a vendor to AP.
- Doar Inc., a vendor to the Debtors, is a professional to a former AP client in matters unrelated to the Debtors.
- DocuSign, Inc., a contract counterparty to the Debtors, is a professional to former AP clients in matters unrelated to the Debtors. DocuSign, Inc. is a vendor to AP.
- DTCC The Depository Trust Corporation, a vendor to the Debtors, is a non-adverse litigation party and professional to current and former AP clients in matters unrelated to the Debtors.
- DTE Energy, a utility provider to the Debtors, is a former employer of current AP employees.
- Empyrean, a bondholder to the Debtors, is an adverse litigation party and lender to current and former AP clients in matters unrelated to the Debtors.
- Epiq Corporate Restructuring, LLC, a professional to the Debtors, and affiliated entities (“**Epiq**”), are professionals to current and former AP clients in matters unrelated to the Debtors. Epiq is a former AP client in matters unrelated to the Debtors. Epiq is a former employer of current AP employees. Epiq is a vendor to AP.
- Equilon Ent. dba Shell Oil Products, Shell Trading US Company and Equilon Enterprises LLC, vendors and contract counterparties to the Debtors, and affiliated entities (“**Shell**”), are bondholders, joint venture entities, non-adverse litigation parties, adverse litigation parties, litigation parties, investors and lenders with current and former AP clients in

matters unrelated to the Debtors. Shell is a current and former AP client in matters unrelated to the Debtors. Shell is a former employer of current AP employees.

- Equinix Inc., a utility provider to the Debtors, is a lessor to a former AP client in matters unrelated to the Debtors. Equinix, Inc. was a member of the official committee of unsecured creditors that retained AP in Fusion Litigation Trust, a former bankruptcy matter unrelated to the Debtors. Equinix, Inc. is a current and former AP client in matters unrelated to the Debtors. Equinix, Inc. is a vendor to AP.
- E-Risk Services, LLC (wholly owned subsidiary of Nationwide Mutual Insurance Company) and National Casualty Company (Excess) - Nationwide, insurance providers to the Debtors, and affiliated entities (“**Nationwide**”), are bondholders, adverse litigation parties and lenders to current and former AP clients in matters unrelated to the Debtors. Nationwide is a former employer of a current AP employee. Nationwide is an insurance provider to AP.
- Ernst & Young LLP, a professional to the Debtors, and affiliated entities (“**E&Y**”), are professionals, non-adverse litigation parties and director-affiliated companies to current and former AP clients in matters unrelated to the Debtors. E&Y is a former AP client in matters unrelated to the Debtors. E&Y is a former employer of current AP employees. E&Y is a tax advisor to AP.
- Eugene I. Davis, a current director and/or officer to the Debtors, is an officer to a former AP client in matters unrelated to the Debtors.
- Evercore Group LLC, a vendor to the Debtors, and affiliated entities (“**Evercore**”), are professionals to current and former AP clients in matters unrelated to the Debtors. Evercore is a current and former AP client in matters unrelated to the Debtors.
- Express Scripts, Inc., a vendor and contract counterparty to the Debtors, and affiliated entities, are litigation parties, adverse litigation parties, and non-adverse litigation parties to current and former AP clients in matters unrelated to the Debtors.
- Federal Aviation Administration, a litigation party to the Debtors, is a lessor to a former AP client in matters unrelated to the Debtors.
- Federal Express Corporation and FedEx Corporation, contract counterparties to the Debtors, and affiliated entities (“**FedEx**”), are adverse litigation parties, lenders, lessees and lienholders to current and former AP clients in matters unrelated to the Debtors. FedEx is a former employer of current AP employees. FedEx is a vendor to AP.
- FH Paschen, SN Nielsen & Associates, a vendor to the Debtors, is a litigation party to a former AP client in matters unrelated to the Debtors.
- Florida Power and Light Company, a utility provider to the Debtors, is a bondholder, shareholder, litigation party and lender to current and former AP clients in matters unrelated to the Debtors.

- FMR LLC, a bank/lender/UCC lien party/administrative agent to the Debtors, is a lender, bondholder and shareholder to current and former AP clients in matters unrelated to the Debtors.
- Ford & Harrison LLP, a professional to the Debtors, is a professional to current and former AP clients in matters unrelated to the Debtors. Ford & Harrison LLP was a member of the official committee of unsecured creditors that retained AP in Orbital Infrastructure Group, Inc., a former bankruptcy matter unrelated to the Debtors.
- Fox Rothschild, a professional to the Debtors, is a professional, counsel and opposing counsel to current and former AP clients in matters unrelated to the Debtors. Fox Rothschild is a current and former AP client in matters unrelated to the Debtors.
- Franklin Resources, a bank/lender/UCC lien party/administrative agent to the Debtors, is a lender, shareholder and bondholder to current and former AP clients in matters unrelated to the Debtors. Franklin Resources is a current and former AP client in matters unrelated to the Debtors.
- Freedom Specialty Insurance, an insurance provider to the Debtors, is an adverse litigation party to a current AP client in matters unrelated to the Debtors.
- Frost Brown Todd, LLC, a vendor to the Debtors, is a professional, counsel and opposing counsel to current and former AP clients in matters unrelated to the Debtors. Frost Brown Todd LLC is a former AP client in matters unrelated to the Debtors.
- FTI Consulting Inc., a professional to the Debtors, and affiliated entities (“**FTI**”), are professionals and lenders to current and former AP clients in matters unrelated to the Debtors. FTI is a current and former AP client in matters unrelated to the Debtors. FTI is a former employer of current AP employees.
- General Aviation, LLC. dba Atlantic Aviation, a contract counterparty to the Debtors, is a former AP client in matters unrelated to the Debtors.
- Geode Capital Management, LLC, significant equity holders to the Debtors, is a lender and shareholder to current and former AP clients in matters unrelated to the Debtors.
- Global Aerospace, an insurance provider to the Debtors, is an adverse litigation party to a current AP client in matters unrelated to the Debtors.
- Goodrich Corporation, A Collins Aerospace Company, a contract counterparty to the Debtors, and affiliated entities (“**RTX Corporation**”), are non-adverse litigation parties, adverse litigation parties, related parties, joint venture entities and litigation parties to current and former AP clients in matters unrelated to the Debtors. RTX Corporation is a current and former AP client in matters unrelated to the Debtors.
- Google, LLC, a contract counterparty to the Debtors, and affiliated entities (“**Google**”), are lessors and adverse litigation parties to current and former AP clients in matters unrelated

to the Debtors. Google is a current and former AP client in matters unrelated to the Debtors. Google is a former employer of current AP employees. Google is a vendor to AP.

- Grant Thornton LLP, a vendor to the Debtors, and affiliated entities (“**Grant Thornton**”), are professionals, related parties and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. Grant Thornton is a current and former AP client in matters unrelated to the Debtors. Grant Thornton is a former employer of current AP employees.
- Great American Insurance, an insurance provider to the Debtors, and affiliated entities (“**Great American**”), are adverse litigation parties, professionals and non-adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. Great American is a current and former AP client in matters unrelated to the Debtors. Great American is an insurance provider to AP.
- Greater Orlando Aviation Authority, a contract counterparty and taxing authority/governmental/regulatory agency to the Debtors, is a lessor to a current AP client in matters unrelated to the Debtors.
- Greenberg Traurig, a professional to the Debtors, is a professional, lessor, litigation party, adverse litigation party, opposing counsel and counsel to current and former AP clients in matters unrelated to the Debtors. Greenberg Traurig is a current and former AP client in matters unrelated to the Debtors.
- Greenspoon Marder LLP, a professional to the Debtors, is a professional and opposing counsel to current and former AP clients in matters unrelated to the Debtors.
- Hartford, Hartford (Twin City Fire Insurance Co.) – Primary and The Hartford Premier Excess Policy, insurance providers to the Debtors, and affiliated entities (“**Hartford**”), are non-adverse litigation parties, adverse litigation parties, lenders, litigation parties, bondholders and shareholders to current and former AP clients in matters unrelated to the Debtors. Hartford is a current and former AP client in matters unrelated to the Debtors. Hartford is an insurance provider to AP.
- HDI Global Insurance Company (Falcon) (“**HDI Global**”), an insurance provider to the Debtors, is an adverse litigation party and litigation party to current and former AP clients in matters unrelated to the Debtors. HDI Global is an insurance provider to AP.
- Hinshaw & Culbertson LLP, a vendor to the Debtors, is a professional and counsel to current and former AP clients in matters unrelated to the Debtors.
- HireRight, LLC, a contract counterparty to the Debtors, is an affiliate to a former AP client in matters unrelated to the Debtors. HireRight, LLC is a former AP client in matters unrelated to the Debtors. HireRight, LLC is a vendor to AP.
- Hiscox, an insurance provider to the Debtors, and affiliated entities (“**Hiscox**”), are adverse litigation parties to former AP clients in matters unrelated to the Debtors. Hiscox is a

current and former AP client in matters unrelated to the Debtors. Hiscox is an insurance provider to AP.

- Honeywell International Inc., Acting Through Aerospace Electronic Systems (Aes) and Honeywell International Sarl, contract counterparties and vendors to the Debtors, and affiliated entities (“**Honeywell**”), are non-adverse litigation parties, adverse litigation parties, litigation parties and professionals to current and former AP clients in matters unrelated to the Debtors. Honeywell is a current and former AP client in matters unrelated to the Debtors. Honeywell is a former employer of a current AP employee.
- Horizon Air Industries, Inc. doing business as Washington Corporation, a contract counterparty to the Debtors, is an adverse litigation party to a current AP client in matters unrelated to the Debtors.
- Horwath Velez & Co., PSC, a taxing authority/governmental/regulatory agency to the Debtors, and affiliated entities (“**Crowe**”), are professionals to current and former AP clients in matters unrelated to the Debtors. Crowe is a current and former AP client in matters unrelated to the Debtors. Crowe is a former employer of current AP employees. Crowe is a vendor to AP.
- Indeed, Inc., a contract counterparty to the Debtors, is a vendor to AP.
- Indiana Department of Revenue, a taxing authority/governmental/regulatory agency to the Debtors, is a lienholder to a former AP client in matters unrelated to the Debtors.
- Intact Insurance Specialty Solutions and Resilience (Homeland Insurance Co.), insurance providers to the Debtors, and affiliated entities (“**Intact Insurance**”), are bondholders, non-adverse litigation parties and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. Intact Insurance is a former AP client in matters unrelated to the Debtors. Intact Insurance is an insurance provider to AP.
- International Air Transport Association is a contact counterparty to the Debtors. A senior advisor to AP is a Senior Advisor with the International Air Transport Association.
- International Business Machines Corporation, a contract counterparty to the Debtors, and affiliated entities (“**IBM**”), are non-adverse litigation parties, lienholders, adverse litigation parties and professionals to current and former AP clients in matters unrelated to the Debtors. IBM is a current and former AP client in matters unrelated to the Debtors. IBM is a former employer of current AP employees.
- Jetblue Airways Corporation, a contract counterparty to the Debtors, is a non-adverse litigation party to a current AP client in matters unrelated to the Debtors. Jetblue Airways Corporation is a former employer of a current AP employee.
- Jmalucelli Travelers Seguros S.A. and Liberty Surplus Insurance Corporation, insurance providers to the Debtors, and affiliated entities (“**Liberty**”), are bondholders, lenders, lessors, non-adverse litigation parties, litigation parties and adverse litigation parties to

current and former AP clients in matters unrelated to the Debtors. Liberty is a current and former AP client in matters unrelated to the Debtors. Liberty is an insurance provider to AP.

- Johnson, Robert D., a former director and/or officer to the Debtors, is a director to a former AP client in matters unrelated to the Debtors.
- Jones Day, a professional to the Debtors, is a professional, opposing counsel and counsel to current and former AP clients in matters unrelated to the Debtors. Jones Day is a current and former AP client in matters unrelated to the Debtors. Jones Day is a vendor to AP.
- JPMorgan Asset Management and JPMorgan Chase & Co., banks/lenders/UCC lien parties/administrative agents to the Debtors, and affiliated entities (“**JPMorgan**”), are affiliates, bondholders, litigation parties, investors, lenders, lessors, lienholders, limited partners, adverse litigation parties, non-adverse litigation parties, professionals, investment bankers, parent companies and shareholders to current and former AP clients in matters unrelated to the Debtors. JPMorgan is a current and former AP client in matters unrelated to the Debtors. JPMorgan is a former employer of current AP employees. JPMorgan is a vendor to AP.
- JSA International U.S. Holdings LLC, a vendor and contract counterparty to the Debtors, and affiliated entities (“**JSA**”), are lenders and lessors to current and former AP clients in matters unrelated to the Debtors. JSA was a member of the official committee of unsecured creditors that retained AP in SAS AB, a former bankruptcy matter unrelated to the Debtors.
- Kforce Inc., a contract counterparty to the Debtors, is a vendor to AP.
- Kinder Morgan (and/or) Calnev Pipeline LLC, a surety and letter of credit-beneficiary to the Debtors, and affiliated entities (“**Kinder Morgan**”), are director-affiliated entities to a former AP client in matters unrelated to the Debtors. Kinder Morgan was a member of the official committee of unsecured creditors that retained AP in Chesapeake Energy Corporation, a former bankruptcy matter unrelated to the Debtors. Kinder Morgan is a former employer of a current AP employee.
- KLDDiscovery Ontrack, LLC d/b/a KLDDiscovery, a contract counterparty to the Debtors, and affiliates (“**KLDDiscovery**”) are former AP clients in matters unrelated to the Debtors. KLDDiscovery is a former employer of a current AP employee. KLDDiscovery is a vendor to AP.
- Konica Minolta Business Solutions U.S.A., Inc., D/B/A Konica Minolta Premier Finance, a contract counterparty to the Debtors, and affiliated entities (“**Konica Minolta**”), are lienholders and lessors to current and former AP clients in matters unrelated to the Debtors. Konica Minolta is a former AP client in matters unrelated to the Debtors.
- KPMG LLP, a vendor to the Debtors, and affiliated entities (“**KPMG**”), are adverse litigation parties and professionals to current and former AP clients in matters unrelated to

the Debtors. KPMG is a current AP client in matters unrelated to the Debtors. KPMG is a former employer of current AP employees. KPMG is an auditor to AP.

- Landmark American Insurance Co., an insurance provider to the Debtors, and affiliated entities (“**RSUI**”), are non-adverse litigation parties, adverse litigation parties and lenders to current and former AP clients in matters unrelated to the Debtors. RSUI is a current AP client in matters unrelated to the Debtors.
- Lazard Ltd., a bank/lender/UCC lien party/administrative agent to the Debtors, affiliated entities (“**Lazard**”), are professionals, adverse litigation parties, lenders and shareholders to current and former AP clients in matters unrelated to the Debtors. Lazard is a current and former AP client in matters unrelated to the Debtors. Lazard is a former employer of current AP employees. Lazard is a vendor to AP.
- LinkedIn Corporation, a contract counterparty to the Debtors,
- Littler Mendelson P.C., a professional to the Debtors, is a professional, adverse litigation party, counsel and opposing counsel to current and former AP clients in matters unrelated to the Debtors. Littler Mendelson P.C. is a legal services provider to AP.
- Lockton Companies, a vendor to the Debtors, and affiliated entities (“**Lockton**”), are professionals and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. Lockton is a former AP client in matters unrelated to the Debtors.
- Loopup LLC, a utility provider to the Debtors, and affiliated entities (“**Loopup**”), are associated companies to a former AP client in matters unrelated to the Debtors. Loopup is a former AP client in matters unrelated to the Debtors.
- Los Angeles World Airports, a litigation party to the Debtors, is a lessor to current and former AP clients in matters unrelated to the Debtors.
- Lufthansa Systems AG, Lufthansa Technik and Lufthansa Technik Aktiengesellschaft, contract counterparties and creditors to the Debtors and members of the unsecured creditors committee in these Chapter 11 Cases, and affiliated entities (“**Lufthansa**”), are affiliates and parent companies to former AP clients in matters unrelated to the Debtors. Lufthansa was a member of the official committee of unsecured creditors that retained AP in Western Global Airlines, Inc., a former bankruptcy matter unrelated to the Debtors. Lufthansa is a former employer of current AP employees.
- M&G PLC, a bank/lender/UCC lien party/administrative agent to the Debtors, and affiliated entities (“**M&G**”), are lenders, lessors, shareholders and parent companies to current and former AP clients in matters unrelated to the Debtors. M&G is a current and former AP client in matters unrelated to the Debtors.
- Macquarie Aviation North America 2 Inc. d/b/a Atlantic Aviation, a contract counterparty to the Debtors, and affiliated entities (“**Macquarie**”), are bondholders, investors, litigation parties, lenders, lessors, lienholders, parent companies and shareholders to current and

former AP clients in matters unrelated to the Debtors. Macquarie is a current and former AP client in matters unrelated to the Debtors.

- Manulife Financial Corporation, a bank/lender/UCC lien party/administrative agent to the Debtors, and affiliated entities (“**Manulife**”), are bondholders, shareholders, lessors, professionals and lenders to current and former AP clients in matters unrelated to the Debtors. Manulife is a current and former AP client in matters unrelated to the Debtors. Manulife is a former employer of a current AP employee.
- Mapfre-La Centro Americana, a bank/lender/UCC lien party/administrative agent to the Debtors, and affiliated entities (“**Mapfre**”), are adverse litigation parties and litigation parties to current and former AP clients in matters unrelated to the Debtors.
- Marathon Petroleum Company LP, a contract counterparty to the Debtors, and affiliated entities (“**Marathon Petroleum**”), are bondholders, joint venture entities, limited partners and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors.
- Massachusetts Port Authority, a contract counterparty to the Debtors and taxing authority/governmental/regulatory agency, is a lessor to current and former AP clients in matters unrelated to the Debtors.
- Mastercard International Incorporated, a contract counterparty to the Debtors, and affiliated entities (“**Mastercard**”), are litigation parties and lessees to current and former AP clients in matters unrelated to the Debtors. Mastercard is a former employer of current AP employees.
- McAfee & Taft, a professional to the Debtors, is an adverse litigation party, professional, counsel and opposing counsel to current and former AP client in matters unrelated to the Debtors.
- MetLife Pet Insurance Solutions LLC, a contract counterparty to the Debtors, and affiliated entities (“**MetLife**”), are non-adverse litigation parties, lenders, lessors, litigation parties, shareholders, bondholders, lienholders and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. MetLife is a former AP client in matters unrelated to the Debtors. MetLife is an employee benefits provider to AP.
- Miami-Dade County Florida, a vendor to the Debtors, is an adverse litigation party to a current AP client in matters unrelated to the Debtors.
- Miami-Dade Tax Collector, a taxing authority/governmental/regulatory agency to the Debtors, is a lessor to a former AP client in matters unrelated to the Debtors.
- Michelin Aircraft Tire Co., LLC and Michelin North America, Inc c/o Michelin Aircraft Tire Company, creditors and contract counterparties to the Debtors, and affiliated entities. are current AP clients in matters unrelated to the Debtors.

- Microsoft Corporation and Microsoft Licensing, GP, creditors and contract counterparties to the Debtors, and affiliated entities (“**Microsoft**”), are shareholders, lessors and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. Microsoft is a former AP client in matters unrelated to the Debtors. Microsoft is a former employer of current AP employees. Microsoft is a vendor to AP.
- Milbank LLP, a vendor to the Debtors, is a professional, opposing counsel and counsel to current and former AP clients in matters unrelated to the Debtors. Milbank LLP is a current and former AP client in matters unrelated to the Debtors.
- Millennium Management LLC, a significant equity holder to the Debtors, is a bondholder, adverse litigation party, lender and shareholder to current and former AP clients in matters unrelated to the Debtors. Millennium Management LLC is a former AP client in matters unrelated to the Debtors.
- Miller & Chevalier Chartered, a professional to the Debtors, is a professional and counsel to current and former AP clients in matters unrelated to the Debtors. Miller & Chevalier Chartered is a former AP client in matters unrelated to the Debtors.
- Minnesota Department of Commerce, a taxing authority/governmental/regulatory agency to the Debtors, is a bondholder to current and former AP clients in matters unrelated to the Debtors.
- Morell Cartegena Dapena, a professional to the Debtors, is a professional to a current AP client in matters unrelated to the Debtors.
- Morgan Stanley & Co LLC, a bank/lender/UCC lien party/administrative agent to the Debtors, and affiliated entities (“**Morgan Stanley**”), are bondholders, non-adverse litigation parties, litigation parties, adverse litigation parties, investors, lenders, lessors, professionals, shareholders and lienholders to current and former AP clients in matters unrelated to the Debtors. Morgan Stanley is a current and former AP client in matters unrelated to the Debtors. Morgan Stanley is a former employer of current AP employees.
- Morris James LLP, a professional to the Debtors, is a professional and counsel to current and former AP clients in matters unrelated to the Debtors.
- Morris Nichols Arsht & Tunnell LLP (“**Morris Nichols**”), a professional to the Debtors, is a professional, opposing counsel and counsel to current and former AP clients in matters unrelated to the Debtors. Morris Nichols is a current and former AP client in matters unrelated to the Debtors.
- MTU Aero Engines North America, MTU Maintenance Canada, MTU Maintenance Canada Ltd., MTU Maintenance Hannover GMBH and MTU Maintenance Zhuhai Co. Ltd., creditors and contract counterparties to the Debtors, are former employers of a current AP employee.

- Nats (Services) Limited, a taxing authority/governmental/regulatory agency to the Debtors, is a former employer of a current AP employee.
- Nevada Department of Taxation, a taxing authority/governmental/regulatory agency to the Debtors, is a bondholder to a former AP client in matters unrelated to the Debtors.
- New Jersey Department of Treasury, a taxing authority/governmental/regulatory agency to the Debtors, is a bondholder to a current AP client in matters unrelated to the Debtors.
- Northern Trust Global Investments, a significant equity holder to the Debtors, and affiliated entities (“**Northern Trust**”), are bondholders, adverse litigation parties, non-adverse litigation parties, lenders, professionals and shareholders to current and former AP clients in matters unrelated to the Debtors. Northern Trust is a current and former AP client in matters unrelated to the Debtors.
- NV Energy, Inc., a utility provider to the Debtors, is a bondholder to a current AP client in matters unrelated to the Debtors.
- ODP Business Solutions LLC, a vendor to the Debtors, and affiliated entities, are affiliates to a former AP client in matters unrelated to the Debtors.
- Ohio Department of Taxation, a taxing authority/governmental/regulatory agency to the Debtors, is a bondholder and lienholder to current and former AP clients in matters unrelated to the Debtors.
- Old Republic Insurance Company, an insurance provider to the Debtors, and affiliated entities, are bondholders, litigation parties and non-adverse litigation parties to current and former AP clients in matters unrelated to the Debtors.
- Oliver Wyman, LLC, a contract counterparty to the Debtors, is a professional to current and former AP clients in matters unrelated to the Debtors. Oliver Wyman, LLC is a former employer of current AP employees.
- O'Melveny & Myers LLP, a professional to the Debtors, is a professional and counsel to current and former AP clients in matters unrelated to the Debtors. O'Melveny & Myers LLP is a current and former AP client in matters unrelated to the Debtors.
- Optum Bank Inc., United Behavioral Health (Optum), United Health Care Admin Fee, United Healthcare Services, United Healthcare Services FSA and United Healthcare Services, Inc., contract counterparties and vendors to the Debtors, and affiliated entities (“**United Healthcare**”), are associated companies, litigation parties, adverse litigation parties, non-adverse litigation parties, lenders and lienholders to current and former AP clients in matters unrelated to the Debtors. United Healthcare is a former AP client in matters unrelated to the Debtors.
- Oracle America, Inc., a vendor and contract counterparty to the Debtors, and affiliated entities (“**Oracle**”), are professionals to current and former AP clients in matters unrelated

to the Debtors. Oracle is a former employer of a current AP employee. Oracle is a vendor to AP.

- Orix (Owner: Ikehara Kanou) N609Nk/Msn 4951, Orix Aviation and Orix Aviation Systems Limited, surety and letters of credit-beneficiaries, vendors and contract counterparties to the Debtors, are lessors to a current AP client in matters unrelated to the Debtors.
- Partner Re Ireland Insurance Limited, an insurance provider to the Debtors, and affiliated entities, are adverse litigation parties and lenders to current and former AP clients in matters unrelated to the Debtors.
- Paul Hastings, LLP, a vendor to the Debtors, is a professional, opposing counsel and counsel to current and former AP clients in matters unrelated to the Debtors. Paul Hastings LLP is a current and former AP client in matters unrelated to the Debtors.
- Paul, Weiss, Rifkind, Wharton (“**Paul Weiss**”), a professional to the Debtors, are professionals and counsel to current and former AP clients in matters unrelated to the Debtors. Paul Weiss is a current and former AP client in matters unrelated to the Debtors.
- Philippi, Prietocarrizosa, Ferrero DU & Uría, a professional to the Debtors, is a professional to former AP clients in matters unrelated to the Debtors.
- Phillips 66 Company, a vendor to the Debtors, is a limited partner to a former AP client in matters unrelated to the Debtors.
- PJT Partners LP, a professional to the Debtors, is a professional, investment banker and shareholder to current and former AP clients in matters unrelated to the Debtors. PJT Partners, LP is a former AP client in matters unrelated to the Debtors.
- Port of Oakland, taxing authority/governmental/regulatory agency to the Debtors, is a current AP client in matters unrelated to the Debtors.
- Potter Anderson & Corroon LLP, a professional to the Debtors, is a professional, counsel and opposing counsel to current and former AP clients in matters unrelated to the Debtors.
- Practising Law Institute, a vendor to the Debtors, is a professional to former AP clients in matters unrelated to the Debtors. Practising Law Institute is a vendor to AP.
- Prime Flight Aviation Services, Prime Flight Aviation Services, Inc. and Prime Flight Aviation Svcs/Gse, creditors, contract counterparties and vendors to the Debtors, are former AP clients in matters unrelated to the Debtors.
- Public Company Accounting, a vendor to the Debtors, is a professional to a current AP client in matters unrelated to the Debtors.

- PwC, a vendor to the Debtors, and affiliated entities (“**PwC**”), are professionals, litigation parties, counsel and non-adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. PwC is a current and former AP client in matters unrelated to the Debtors. PwC is a former employer of current AP employees. PwC is a tax advisor and M&A advisor to AP.
- QBE Insurance Corporation, an insurance provider to the Debtors, and affiliated entities (“**QBE Insurance**”), are adverse litigation parties, non-adverse litigation parties and lenders to current and former AP clients in matters unrelated to the Debtors. QBE Insurance is a former employer of a current AP employee. QBE Insurance is an insurance provider to AP.
- Reed Smith LLP, a vendor to the Debtors, is a professional, opposing counsel and counsel to current and former AP clients in matters unrelated to the Debtors. Reed Smith LLP is a current and former AP client in matters unrelated to the Debtors. Reed Smith LLP is a legal services provider to AP.
- Republic Service of Florida LP, a utility provider to the Debtors, and affiliated entities (“**Republic Services**”), are lessors and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. Republic Services is a former employer of a current AP employee.
- RLI Insurance Company, an insurance provider to the Debtors, is a bondholder and joint venture entity to current and former AP clients in matters unrelated to the Debtors.
- Rohr, Inc. a Part of Collins Aerospace, a contract counterparty to the Debtors, and affiliated entities (“**Raytheon**”), are adverse litigation parties, non-adverse litigation parties, related parties, joint venture entities and litigation parties to current and former AP clients in matters unrelated to the Debtors. Raytheon is a current and former AP client in matters unrelated to the Debtors.
- Rokos Global Macro Master Fund LP, a significant equity holder to the Debtors, and affiliated entities, are former employers to a current AP employee.
- Royal Bank of Canada, a bank/lender/UCC lien party/administrative agent to the Debtors, and affiliated entities (“**RBC**”), are bondholders, litigation parties, lenders, adverse litigation parties, investors, lienholders, professionals, non-adverse litigation parties and shareholders to current and former AP clients in matters unrelated to the Debtors. RBC is a current and former AP client in matters unrelated to the Debtors. RBC is a former employer of current AP employees. RBC is a GSS client. RBC is a vendor to AP.
- RRPf Eng Leasg (RESV) 618, RRPf Eng Leasg No 2 (RESV), RRPf Eng Leasg No 2 (RESV 521) and RRPf Engine Leasing US No. 2 LLC, significant creditors to the Debtors, and affiliated entities (“**Rolls Royce**”), are adverse litigation parties to a former AP client in matters unrelated to the Debtors. Rolls Royce is a former AP client in matters unrelated to the Debtors. Rolls Royce is former employer of a current AP employee.

- Sabre Glbl, Inc., f/k/a Sabre Inc. and Sabre Inc., contract counterparties to the Debtors, is a current and former AP client in matters unrelated to the Debtors.
- Safran Aerospace Services Americas, Safran Cabin Catering, Inc., Safran Landing Systems (SAS), Safran Landing Systems Services Americas Sa De Cv and Safran Landing Systems Services Mx, creditors, contract counterparties and vendors to the Debtors, and affiliated entities (“**Safran**”), are non-adverse litigation parties to a current AP client in matters unrelated to the Debtors. Safran is a former employer of a current AP employee.
- Salesforce, Inc., a contract counterparty to the Debtors, and affiliated entities (“**SalesForce**”), are investors to a former AP client in matters unrelated to the Debtors. Salesforce is a former employer of current AP employees. Salesforce is a vendor to AP.
- SAP America, Inc., a contract counterparty to the Debtors, and affiliated entities (“**SAP**”), are professionals to a current AP client in matters unrelated to the Debtors. SAP is a former employer of current AP employees. SAP is a vendor to AP.
- Sasof Iv A3 LLC / Carlyle Aviation, a vendor to the Debtors, and affiliated entities, are lenders to current and former AP clients in matters unrelated to the Debtors.
- Schwab Retirement Plan Services, Inc., a contract counterparty to the Debtors, and affiliated entities (“**Schwab**”), are shareholders, bondholders, non-adverse litigation parties, adverse litigation parties, and professionals to current and former AP clients in matters unrelated to the Debtors. Schwab is a current and former AP client in matters unrelated to the Debtors.
- Scotiabank – Lima and Scotiabank Bank, banks/lenders/UCC lien parties/administrative agents to the Debtors, and affiliated entities (“**Scotiabank**”), are lenders, adverse litigation parties and parent companies to current and former AP clients in matters unrelated to the Debtors. Scotiabank is a current and former AP client in matters unrelated to the Debtors. Scotiabank is a GSS client. Scotiabank is a former employer to current AP employees.
- Sedgwick Claims Management Services, Inc. (“**Sedgwick**”), a contract counterparty to the Debtors, is a litigation party and professional to current and former AP clients in matters unrelated to the Debtors. Sedgwick is a current and former AP client in matters unrelated to the Debtors.
- Selective Insurance Company of Se, an insurance provider to the Debtors, is an insurance provider to AP.
- Servair, a contract counterparty to the Debtors, is a former AP client in matters unrelated to the Debtors.
- ServiceNow, Inc., a contract counterparty to the Debtors, is a current and former AP client in matters unrelated to the Debtors.

- Servicios Aeroportuarios Integrados (Sai), a contract counterparty to the Debtors, is an affiliate to a current AP client in matters unrelated to the Debtors.
- SIG Holding LLC (Susquehanna International Group) and Susquehanna Advisors Group, Inc., banks/lenders/UCC lien parties/administrative agents and bondholders to the Debtors, and affiliated entities (“**SIG**”), are non-adverse litigation parties, lenders, parent companies and shareholders to current and former AP clients in matters unrelated to the Debtors. SIG is a current AP client in matters unrelated to the Debtors.
- Signature Aviation, a contract counterparty to the Debtors, is a vendor to AP.
- Sim-Lndustries B.V., a contract counterparty to the Debtors, and affiliated entities (“**Lockheed Martin**”), are adverse litigation parties, litigation parties and limited partners to current and former AP clients in matters unrelated to the Debtors. Lockheed Martin is a former employer of current AP employees.
- SiriusPoint International Insurance Company, an insurance company to the Debtors, is a former AP client in matters unrelated to the Debtors.
- Sita Global, a utility provider to the Debtors, is an affiliate to a former AP client in matters unrelated to the Debtors.
- Skadden, Arps, Slate, Meagher & Flo, (“**Skadden Arps**”), a vendor to the Debtors, is a professional, opposing counsel, and counsel to current and former AP clients in matters unrelated to the Debtors. Skadden Arps is a current and former AP client in matters unrelated to the Debtors. Skadden Arps is a former employer of a current AP employee. Skadden Arps is a legal services provider to AP.
- Skillsoft (US) LLC, a contract counterparty to the Debtors, and affiliated entities (“**Skillsoft**”), are affiliates and lienholders to former AP clients in matters unrelated to the Debtors. Skillsoft is a former AP client in matters unrelated to the Debtors.
- Skyfuel Aviation Services of Fort Lauderdale, LLC, Skyfuel Aviation Services of Orlando, LLC and Skyfuel Aviation Services, Dfw LLC, contract counterparties to the Debtors, and affiliated entities, are former AP clients in matters unrelated to the Debtors.
- SkyWorks Capital, a vendor to the Debtors, is a professional to a former AP client in matters unrelated to the Debtors.
- SMBC Aviation Capital Limited, SMBC Aviation Capital Limited (SMBC N625Nk_Msn 5954) and SMBC Aviation Capital Ltd., contract counter parties and surety and letters of credit-beneficiaries to the Debtors and members of the unsecured creditors committee in these Chapter 11 Cases, and affiliated entities (“**SMBC**”), are related parties, adverse litigation parties, lenders, lessors, lienholders, litigation parties and shareholders to current and former AP clients in matters unrelated to the Debtors. SMBC is a current and former AP client in matters unrelated to the Debtors. SMBC is a former employer of current AP employees.

- Smith Gambrell & Russell LLP, a professional to the Debtors, is counsel to former AP clients in matters unrelated to the Debtors.
- Sompo (Endurance Assurance Corp), an insurance provider to the Debtors, and affiliated entities (“**Sompo**”), are bondholders, non-adverse litigation parties, adverse litigation parties and related parties to current and former AP clients in matters unrelated to the Debtors. Sompo is a current and former AP client in matters unrelated to the Debtors. Sompo is an insurance provider to AP.
- South Carolina State Treasurer, a taxing authority/governmental/regulatory agency to the Debtors, is a lender to a former AP client in matters unrelated to the Debtors.
- Spirit Aerosystems, Inc., a contract counterparty to the Debtors, is an adverse litigation party to a current AP client in matters unrelated to the Debtors. Spirit Aerosystems, Inc. is a current and former AP client in matters unrelated to the Debtors.
- Sprinklr Inc., a contract counterparty to the Debtors, is a current and former AP client in matters unrelated to the Debtors.
- Squarepoint Ops LLC, a significant equity holder to the Debtors, is a bondholder, lender and shareholder to current and former AP client in matters unrelated to the Debtors.
- Starr Indemnity & Liability Company and Starr Surplus Lines Insurance Company Per Starr Aviation Agency, Inc., insurance providers to the Debtors, and affiliated entities (“**Starr**”), are parent companies, non-adverse litigation parties, litigation parties and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. Starr is a former AP client in matters unrelated to the Debtors. Starr is an insurance provider to AP.
- State of Michigan, a taxing authority/governmental/regulatory agency to the Debtors, is a bondholder to a former AP client in matters unrelated to the Debtors.
- State of New Jersey, a taxing authority/governmental/regulatory agency to the Debtors, is a limited partner to a former AP client in matters unrelated to the Debtors.
- State of Utah, a taxing authority/governmental/regulatory agency to the Debtors, is a bondholder to a former AP client in matters unrelated to the Debtors.
- State of Wyoming, a taxing authority/governmental/regulatory agency to the Debtors, is a bondholder to a former AP client in matters unrelated to the Debtors.
- State Street Corporation and State Street Global Advisors, Inc., banks/lenders/UCC lien parties/administrative agents and significant equity holders to the Debtors, and affiliated entities, are bondholders, adverse litigation parties, lenders, lienholders, shareholders and litigation parties to current and former AP clients in matters unrelated to the Debtors.

- SUNAT (Customs and Tax Administration) (“**SUNAT**”), a surety and letter of credit-beneficiary to the Debtors, is a non-adverse litigation party to a former AP client in matters unrelated to the Debtors. SUNAT is a former AP client in matters unrelated to the Debtors.
- Sunbeam Properties Inc. C/O Sunbeam Development Corporation, a contract counterparty to the Debtors, is a lessor to current and former AP clients in matters unrelated to the Debtors.
- Taft Stettinius & Hollister LLP, a professional to the Debtors, is a professional, counsel, adverse litigation party and opposing counsel to current and former AP clients in matters unrelated to the Debtors. Taft Stettinius & Hollister LLP is a current and former AP client in matters unrelated to the Debtors.
- Talx Corporation, a contract counterparty to the Debtors, is a professional to a former AP client in matters unrelated to the Debtors.
- Tech Finance Co., a contract counterparty to the Debtors, is a lender to a former AP client in matters unrelated to the Debtors.
- TECO-Tampa Electric Company, a utility provider to the Debtors, is a bondholder to current and former AP clients in matters unrelated to the Debtors.
- Thales Avionics, Inc., a contract counterparty to the Debtors, and affiliated entities (“**Thales Group**”), are former AP clients in matters unrelated to the Debtors. Thales Group is a former employer of current AP employees.
- The Coca-Cola Company, acting by and through Coca-Cola North America, a contract counterparty to the Debtors, and affiliated entities (“**Coca-Cola**”), are lienholders and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. Coca-Cola is a current and former AP client in matters unrelated to the Debtors. Coca-Cola is a former employer of a current AP employee. Coca-Cola is a vendor to AP.
- The International Association Of Machinists And Aerospace Workers, a contract counterparty to the Debtors, and affiliated entities, are lenders to a current AP client in matters unrelated to the Debtors.
- The Port Authority of New York and New Jersey, a contract counterparty and taxing authority/governmental/regulatory agency to the Debtors, is a lessor to a former AP client in matters unrelated to the Debtors.
- The Snapbar LLC, a contract counterparty to the Debtors, is a vendor to AP.
- The Ultimate Software Group, Inc., UKG Inc. (formerly known as the Ultimate Software Group, Inc.) and Ultipro Managed Services, LLC. d/b/a Ums (Ums), contract counterparties to the Debtors, and affiliated entities (“**UKG**”), are joint venture entities and professionals to current and former AP clients in matters unrelated to the Debtors. UKG is a current AP client in matters unrelated to the Debtors.

- T-Mobile USA, Inc., a utility provider to the Debtors, and affiliated entities (“**T-Mobile**”), are litigation parties and lessors to current and former AP clients in matters unrelated to the Debtors. T-Mobile is a former AP client in matters unrelated to the Debtors. T-Mobile is a former employer of a current AP employee.
- Total Energies Marketing USA, Inc., Total Jamaica Limited 1000120A, Total Specialties Usa, Inc. and TotalEnergies Aviation, vendors and contract counterparties to the Debtors, and affiliated entities (“**TotalEnergies**”), are non-adverse litigation parties and shareholders to current and former AP clients in matters unrelated to the Debtors. TotalEnergies is a current and former AP client in matters unrelated to the Debtors. TotalEnergies is a former employer of a current AP employee.
- Travel Guard Group, Inc., Zurich American Insurance Company and Zurich Colombia Seguros S.A., insurance providers, banks/lenders/UCC lien parties/administrative agents and surety and letters of credit-issuers to the Debtors, and affiliated entities (“**Zurich**”), are adverse litigation parties, litigation parties, non-adverse litigation parties, bondholders and joint venture entities to current and former AP clients in matters unrelated to the Debtors. Zurich is a current and former AP client in matters unrelated to the Debtors. Zurich is a former employer of a current AP employee. Zurich is an insurance provider to AP.
- Triple-S Salud, a contract counterparty to the Debtors, is a non-adverse litigation party and adverse litigation party to current AP clients in matters unrelated to the Debtors.
- Tristar Global Services, a contract counterparty to the Debtors, is an adverse litigation party to a former AP client in matters unrelated to the Debtors.
- U.S. Bank and U.S. Bank National Association, creditors, contract counterparties and surety and letters of credit-beneficiaries to the Debtors, and affiliated entities (“**US Bank**”), are bondholders, adverse litigation parties, lienholders, litigation parties, lessors, shareholders, professionals and lenders to current and former AP clients in matters unrelated to the Debtors. US Bank is a member of the official committee of unsecured creditors that retained AP in Rite Aid, LLC, a bankruptcy matter unrelated to the Debtors. US Bank was a member of the official committee of unsecured creditors that retained AP in iMedia Brands, Inc., Tops Holding II Corporation, Vertex Energy, Inc. and Western Global Airlines, Inc, former bankruptcy matters unrelated to the Debtors. US Bank is a current and former AP client in matters unrelated to the Debtors.
- UBS AG, UBS Asset Management (Americas) LLC and UBS Asset Management Switzerland AG, banks/lenders/UCC lien parties/administrative agents and bondholders to the Debtors, and affiliated entities (“**UBS**”), are bondholders, litigation parties, adverse litigation parties, non-adverse litigation parties, limited partners, lenders, lessors, lienholders, professionals, parent companies, director-affiliated companies and shareholders to current and former AP clients in matters unrelated to the Debtors. UBS is a current and former AP client in matters unrelated to the Debtors. UBS is a former employer of current AP employees.

- UMB Bank (Carlyle N535Nk_Msn 4403), UMB Bank (Carlyle N536Nk_Msn 4422), UMB Bank (Carlyle N616Nk_Msn 5370), UMB Bank (Carlyle N618Nk_Msn 5458) and UMB Bank (Smbc N614Nk_Msn5132) (“**UMB Bank**”), surety and letters of credit-beneficiaries to the Debtors, are bondholders, adverse litigation parties, lenders, lienholders, professionals and shareholders to current and former AP clients in matters unrelated to the Debtors. UMB Bank is a former AP client in matters unrelated to the Debtors. UMB Bank was a member of the official committee of unsecured creditors that retained AP in Windstream Holdings, Inc., a former bankruptcy matter unrelated to the Debtors.
- United Airlines Holdings, Inc. and United Airlines, Inc., contract counterparties and significant competitors to the Debtors, and affiliated entities (“**United Airlines**”), are affiliates and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. United Airlines is a current AP client in matters unrelated to the Debtors.
- Unum Life Insurance Company of America, a vendor and contract counterparty to the Debtors, and affiliated entities (“**Unum**”), are professionals, lienholders and lenders to current and former AP clients in matters unrelated to the Debtors. Unum is an employee benefits provider to AP.
- US Customs and Border Protection – USCBP, a surety and letter of credit-beneficiary and taxing authority/governmental/regulatory agency to the Debtors, is a bondholder, litigation party and lienholder to current and former AP clients in matters unrelated to the Debtors.
- USI Advisors, Inc., a contract counterparty to the Debtors, and affiliated entities (“**USI**”), are non-adverse litigation parties to a former AP client in matters unrelated to the Debtors. USI is a former AP client in matters unrelated to the Debtors.
- Valero Marketing and Supply Company, a surety and letter of credit-beneficiary to the Debtors, and affiliated entities, are adverse litigation parties, non-adverse litigation parties and lessors to current and former AP clients in matters unrelated to the Debtors.
- Vanguard Group Inc., a significant equity holder to the Debtors, and affiliated entities (“**Vanguard**”), are bondholders, shareholders, lenders and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. Vanguard is a former AP client in matters unrelated to the Debtors.
- Victory Capital Management Inc., a bank/lender/UCC lien party/administrative agent to the Debtors, is a bondholder, lender, and shareholder to current and former AP clients in matters unrelated to the Debtors.
- Visa U.S.A. Inc., a contract counterparty to the Debtors, and affiliated entities (“**Visa**”), are non-adverse litigation parties, litigation parties and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors. Visa is a current and former AP client in matters unrelated to the Debtors.

- Vision Service Plan Insurance Company, a contract counterparty to the Debtors, is an employee benefits provider to AP.
- Washington State Department of Labor & Industries, a taxing authority/governmental/regulatory agency to the Debtors, is an insurance provider to AP.
- Waste Management of Michigan and Waste Management of Penn, Inc., utility providers to the Debtors, are lessors and adverse litigation parties to current and former AP clients in matters unrelated to the Debtors.
- Wells Fargo, Wells Fargo (Avolon N620Nk_Msn 5624) and Wells Fargo (Stratos N619Nk_Msn 5517), banks/lenders/UCC lien parties/administrative agents and surety and letters of credit-beneficiaries to the Debtors, and affiliated entities (“**Wells Fargo**”), are bondholders, non-adverse litigation parties, litigation parties, adverse litigation parties, director-affiliated companies, lenders, lessors, lienholders, professionals and shareholders to current and former AP clients in matters unrelated to the Debtors. Wells Fargo was a member of the official committees of unsecured creditors that retained AP in 24 Hour Fitness Worldwide, Inc. and Extraction Oil & Gas, Inc., former bankruptcy matters unrelated to the Debtors. Wells Fargo is a current and former AP client in matters unrelated to the Debtors.
- Western Asset Management Company, LLC, a significant equity holder to the Debtors, is a bondholder and lender to current and former AP clients in matters unrelated to the Debtors. Western Asset Management LLC is a current AP client in matters unrelated to the Debtors.
- Westfield Insurance Company, an insurance provider to the Debtors, is an insurance provider to AP.
- Whitebox Advisors LLC, a bondholder to the Debtors, and affiliated entities (“**Whitebox Advisors**”), are bondholders, lenders, lienholders, adverse litigation parties and shareholders to current and former AP clients in matters unrelated to the Debtors. Whitebox Advisors is a former AP client in matters unrelated to the Debtors. Upon information and belief, employees, partners, and former partners of McKinsey & Company and their families, through McKinsey Investment Office, a private hedge fund, are investors in Whitebox Advisors LLC. As disclosed above, a Board member was involved in litigation commenced some time ago against McKinsey & Company and certain individuals who are and were in senior positions at McKinsey & Company (“**McKinsey Litigation**”). AP was not initially a party to the McKinsey Litigation. One of the individuals connected to McKinsey & Company had, as of October 2, 2023, filed a counterclaim against the Board member, and included AP as a defendant. The McKinsey Litigation was unrelated to the Debtors and has been dismissed.
- Willis Lease Finance Corporation, a significant creditor to the Debtors, is a lender to a former AP client in matters unrelated to the Debtors.

- Willis Towers Watson US LLC (“**Willis Towers Watson**”), a contract counterparty to the Debtors, is a professional and adverse litigation party to current and former AP clients in matters unrelated to the Debtors. Willis Towers Watson is a former AP client in matters unrelated to the Debtors. Willis Towers Watson is a vendor to AP.
- Willkie Farr & Gallagher LLP (“**Willkie Farr**”), counsel to the official committee of unsecured creditors in these Chapter 11 Cases, is a professional, opposing counsel and counsel to current and former AP clients in matters unrelated to the Debtors. Willkie Farr is a current and former AP client in matters unrelated to the Debtors. Willkie Farr is a legal services provider to AP.
- Wilmington Savings Fund Society, FS, a vendor to the Debtors, and affiliated entities (“**Wilmington**”), are bondholders, lenders, adverse litigation parties, non-adverse litigation parties and professionals to current and former AP clients in matters unrelated to the Debtors. Wilmington was a member of the official committee of unsecured creditors that retained AP in EP Energy Corporation, Chesapeake Energy Corporation, Extraction Oil & Gas, Inc., and ION Geophysical Corporation, former bankruptcy matters unrelated to the Debtors. Wilmington is a member of the official committee of unsecured creditors that retained AP in ModivCare, Inc., a bankruptcy matter unrelated to the Debtors. Wilmington is a current and former AP client in matters unrelated to the Debtors.
- Wilmington Trust, Wilmington Trust Company, Wilmington Trust Company (Carlyle N622Nk_Msn 5804), Wilmington Trust Company (Carlyle N623Nk_Msn 5861), Wilmington Trust Company (Carlyle N624Nk_Msn 5880), Wilmington Trust Company (Smbc N621Nk_Msn 5672) and Wilmington Trust National Association, banks/lenders/UCC lien parties/administrative agents, surety and letters of credit-beneficiaries and bondholders to the Debtors, and affiliated entities (“**Wilmington Trust**”), are lessors, lenders, lienholders, non-adverse litigation parties, adverse litigation parties, bondholders and shareholders to current and former AP clients in matters unrelated to the Debtors. Wilmington Trust was a member of the official committee of unsecured creditors that retained AP in Enviva, Inc. and EP Energy Corporation, former bankruptcy matters unrelated to the Debtors. Wilmington Trust is a current and former AP client in matters unrelated to the Debtors.